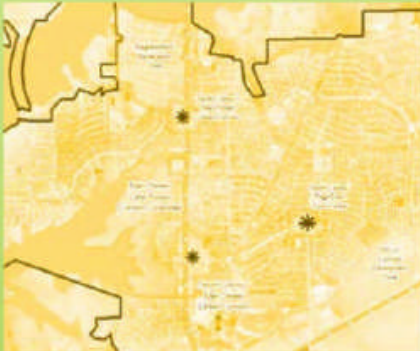


THE COLONY COMPREHENSIVE PLAN



The Colony Comprehensive Plan July 2007



Developed By:
SpringBrook Planning Group

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THE CITY OF THE COLONY COMPREHENSIVE PLAN UPDATE

July 2007

Section 1 Introduction

The intent of **The Colony Comprehensive Plan Update** is to develop a vision and a strategy for how future growth and potential redevelopment should occur along major corridors and specific nonresidential nodes, how established neighborhoods may be preserved and enhanced and to establish policy and procedural guidelines to implement community values. The Plan Update concentrates on priorities that should be addressed in the next five years, followed by longer term issues that may require some attention now (and more emphasis later). Because market conditions and growth trends can change significantly within a short time span, the Plan Update should be revisited no later than the year 2012. Progress on short-term implementation priorities, changed or new regional influences, additional citizen input, the city's financial condition and other factors make it prudent to reevaluate long-term direction on a regular basis. Setting five-year implementation priorities also enables the establishment of a straight forward and simple strategy that can be embraced by annual budgets, capital programs and program development of city departments and supporting agencies.

The Colony has experienced its share of change over the years and more change can be expected in the future. Change is typically a sign of a strong, healthy community. It means that residents and business owners want to live and invest there. It means that property values will continue to grow – an important asset to most families. In response to anticipated change, members of the surrounding community, along with the city, have been actively planning for change in how the city may proactively address new growth by employing land use, design, regulatory and financial tools in order to achieve a balanced and sustainable community, while preserving the resources that make it a good community in which to live.

The Colony's Comprehensive Plan Update provides recommendations for enhancing the identity of the city; analyzing and improving its neighborhoods; promoting high quality design, attractiveness, and strong economic performance along its major corridors, and providing urban design guidance for the use and redevelopment of properties along those corridors.

The Colony Goals

Community plans reflect a common vision shared by the citizens, residents, business owners, investors and other city stakeholders and provide a positive direction for the future of a city. While community members may continue to deliberate on the redevelopment of a city, it should be done in the context of commonly held goals. In this way as well as the goals set by The Colony provide the way for finding common ground and shared values, a basis for cooperation as the community addresses development and redevelopment throughout the city.

The common goals expressed by The Colony stakeholders throughout the comprehensive plan update process include:

- **Establish a Greater Sense of Identity**
- **Create an Identifiable Town Center**
- **Attract Regional Destination Development**
- **Enhance the City's Tax Base**
- **Expect Improved Development Design Quality**
- **Reinforce the "City by the Lake" Theme**
- **Preserve and Improve Neighborhoods**

Section 2 The Colony: History & Population Trends

In order to accurately gauge where and how a city is to grow and shape in the future, an examination of its history and current status increases the understanding of the values and traditions of the community and how those may vary and be improved by the decisions the community makes in the future.

Prehistory

Little physical evidence has been discovered of early man in the North Texas Region. Only a few hearth sites have been found to indicate living conditions and the behavior of the people in the area. At the edge of the Blackland Prairie and the Cross Timber Grand Prairie, immense migratory herds of American buffalo most likely frequented the area. Early nomadic tribes, their basic subsistence based on the herds, would travel through the region following the movement of the animals. With the beginning of early agriculture, the first Native Americans known to settle in The Colony area were the Wichita and a sub-group called the Kichais.

Early Settlement

During the early years of the Republic of Texas, 1836 to 1841, various land grants were issued to pioneers, veterans and land colonization companies. Much of the early settlement of the Denton County area was granted to a Kentucky firm entitled the Peters Colony. The Peters group was under contract with the Texas government to bring emigrants from the east to settle in the region. The first settlers were primarily farmers and ranchers. Over a period of sixteen years, some eighteen small communities were established throughout the area comprising Denton County.

Construction of Lake Dallas / Garza-Little Elm Reservoir / Lake Lewisville

Lewisville Lake is on the Elm Fork of the Trinity River comprising of the western boundary of The Colony in southeastern Denton County and serves as a basic geographical identifier for the community and the residents of The Colony. Its purpose is to control potential flood waters originating within the Elm Fork drainage basin. In addition, the lake assists in soil conservation, serves as a recreational area and provides water for local municipalities.

Lewisville Lake is the second water-storage reservoir to impound the waters of the Elm Fork on this site. The first facility, Lake Dallas, served for thirty-one years as the principal source of municipal water for its owner, the City of Dallas. Construction of this lake, with its eighty-foot-high, 11,000 foot-long dam located near the village of Garza (renamed Lake Dallas, Texas, in 1929), began in February, 1928. It had a 194,000 acre-foot capacity at an elevation of 525 feet and covered over 10,000 acres. It was nine miles long and three miles wide and had a forty-three mile shoreline.

As flood control and conservation became more serious issues in the 1940s, Congress responded by passing the River and Harbor Act of March 2, 1945, which called for the construction of four flood-control lakes within the Trinity River basin. On November 28, 1948, the Corps of Engineers began work on a new Denton County dam and lake that

would impound the waters of Clear, Little Elm, Stewart, Pecan and Hickory creeks in addition to those of the Trinity River's Elm Fork. Although the 125 foot-high and 33,000 foot-long dam was not completed until 1955, impoundment began on November 1, 1954. The total cost of this project, known originally as the Garza-Little Elm Reservoir and Dam, was \$21,756,500, with the cities of Dallas, Highland Park, University Park and Denton contributing to the cost in exchange for access to the water. The new reservoir, popularly called Garza-Little Elm Lake, incorporated the older and smaller Lake Dallas on October 28, 1957, when the old Garza Dam was breached. The huge lake that resulted was thirteen miles long, had a 183-mile shoreline and a capacity of 436,000 acre-feet at an elevation of 515 feet and covered almost one-fifth of Denton County.

The joining of Lake Dallas and Garza-Little Elm Reservoir apparently led to confusion concerning the facility's legal name, a problem which was compounded when the government re-designated the dam as Lewisville Dam in 1955, and the lake as Lewisville Reservoir in 1960. However, the decision concerning the lake's name was reversed the following year. Garza-Little Elm Reservoir remained the lake's official title until the mid-1970s when it was renamed Lewisville Lake.

The Founding of The Colony

After Texas gained its independence from Mexico in 1836 Texas owned 180 million acres of unoccupied land. The Texas Republic recognized in order for Texas to survive, rapid settlement of the land would be necessary. In order for this to occur the Republic decided to offer free land as an enticement for settlers to move here. To do this the Fifth Texas Republic Congress passed and signed into law the "Land & Colonization Law". This legislation authorized the Republic to enter into a contract with William S. Peters and nineteen associates who were named in the legislation to establish a land company or colony to administer the free land promotion. From the beginning the contract became known as Peters Colony. Peters Colony had under its management 16,400 square miles of land that included all or parts of 26 counties in North Texas and all of Denton County.

Following the signing of the contract it became apparent Peters Colony was better at promotion than at managing a start-up company. The company tried to follow the contract however, so many settlers come to claim their free land the company could not keep up with the require surveys and documentation. This led to frequent amendments of the contract by the legislature and misunderstandings with the settlers. A great deal of animosity developed towards Peters Colony in general and its' land agent Henry Hedgecoxe in particular.

In 1844 Willis Stewart moved the Peters Colony headquarters from Farmers Branch to Bridges Settlement that later became known as Stewartville. The boundaries of Bridges Settlement included all of the land in The Colony south of a line from Blue Sky Soccer Center and BB Owens Elementary School and south of the Town of Hebron. Stewartville was located in what is now the western part of the city with its approximate boundaries including Stewarts Peninsula and Ridgepoint neighborhoods

and on the west a mile or so into what is now Lake Lewisville. Peters Colony office was located on Office Creek in the approximate location of what is now the Lewisville Independent School District (LISD) bus barn. It was there that the Hedgecoxe War occurred when a group of land speculators from Dallas attempted to steal the land documents and burned the Peters Colony office in 1852. Following the Hedgecoxe War the State of Texas and Denton County, which had been formed in 1846, issued land titles to the settlers which solved the settlers land title problems.

Later in 1852, after Bridges Settlement and Stewartville had ceased to exist a third community was established called Camey Spur. Camey Spur was located in the area which is now being developed as The Cascades. This community included a railroad switch stop that was used to transport locally produced cattle and cotton to market. It also contained two stores, a church, and a cotton gin. The first school opened here in 1876 and was named Stewarts Creek Community School. In 1884 the school became part of the Denton County School System and was consolidated into the Lewisville Independent School District in 1947. Camey Spur faded away in the late 1940's.

In 1973, Fox and Jacobs, Inc. acquired approximately 3,000 contiguous acres of rural land. The few original residents moved away, and Fox and Jacobs prepared the land for new suburban single-family homes. The development, adjacent to Lake Lewisville, was named after Peters Colony.

Incorporated in 1977, The Colony is defined in its geographical location by natural and man-made features. Lake Lewisville and State Highway 121 are boundaries that will define growth for the community into the future. The north-south spine of The Colony is Main Street, or FM 423, which is a state-owned farm-to-market road. The form of The Colony is therefore defined by peninsulas of land that the city occupies as well as the edges that define the city and neighboring municipalities.

Population Inventory, Assessment and Projections

The purpose of the population element is to inventory and assess selected population characteristics for the community. The information provided in the population element provides the foundation for other planning elements related to land use, development pressure and urban design. An analysis of existing and projected population characteristics is among the first issues normally evaluated in the update of a community's Comprehensive Plan.

Historical Population Growth

In order to more completely understand the forces impacting growth in The Colony, it is important to evaluate past trends in population growth for the Dallas/Fort Worth Metropolitan Statistical Area (MSA) and Denton County. Growth within The Colony affects the overall statistics of these areas, and as a regional participant in growth, how the MSA develops at large affects future development pressures on the individual communities.

Dallas / Fort Worth Region

Economic development and corresponding population growth within the DFW area and Denton County in particular is stimulated by the proximity of air service and the transportation corridors linking The Colony with Dallas, Plano and Fort Worth employment centers. The Colony is positioned geographically to take advantage of current regional development activity. Population growth in the DFW Region has been phenomenal. Ranking as one of the fastest growing metropolitan areas in the country, in the decade between the 1990 and the 2000 by the United States Census, the 16-county region contained within the North Central Texas Council of Governments has grown at an estimated 29%, adding almost 1.2 million new residents to the area.

TABLE 1: Dallas / Fort Worth Region Population By Decade							
	1960	1970	1980	1990	2000	1990- 2000 Absolute Change	1990- 2000 Percent Change
NCTCOG REGION	1,851,111	2,506,973	3,116,152	4,111,750	5,309,277	1,197,527	29.12%

Source: US Bureau of Census, NCTCOG

In the intervening years since, the population of the region has increased by almost 900,000 to an estimated 6,014,750 in January, 2005. According to the NCTCOG, approximately 140,000 people are entering the region on an annual basis.

Denton County

Of the sixteen counties in the NCTCOG Region, four (Tarrant, Dallas, Denton, Collin) are the most urbanized and face the greatest development pressure and population growth.

Denton County has experienced rapid population growth from a percentage standpoint, with the majority of the County's growth occurring in recent decades along with the region.

Table 2. Urbanized County Population

County	1960	1970	1980	1990	2000	1990-2000 Absolute Growth	1990-2000 Percentage Growth	2006 Estimate
Collin	41,247	66,920	144,576	264,036	491,675	227,639	86.22%	690,500
Dallas	951,527	1,327,321	1,556,390	1,852,810	2,218,899	366,089	19.76%	2,383,300
Denton	47,432	75,633	143,126	273,525	432,976	159,451	58.29%	578,500
Tarrant	538,495	716,317	860,880	1,170,103	1,446,219	276,116	23.60%	1,702,250

Source: US Bureau of Census, NCTCOG

Trends of population movement have been observed in the decades of 1960-2000 to move further away from the traditional downtown city centers to the less dense suburban communities like The Colony. More commercial and service level industries followed the population to the suburbs. Commutes for suburbanites have become less involved with traveling to the city centers and more from suburb to suburb.

The Colony and Surrounding Cities

As shown on Table 3, The Colony and its surrounding communities have shown tremendous growth in the past forty-five years. Denton and Collin County, and in particular the communities on the southern side of the counties, have experienced some of the fastest population growth in the United States. (US Census)

Table 3. The Colony and Surrounding Cities: Population Growth

CITY NAME	1960	1970	1960-1970 Growth (%)	1980	1970-1980 Growth (%)	1990	1980-1990 Growth (%)	2000	1990-2000 Growth (%)	2006 Estimate	2000-2006 Growth (%)
THE COLONY	0	0		11,586		22,113	91%	26,531	20%	38,400	45%
LEWISVILLE	3,956	9,264	134%	24,273	162%	46,521	92%	77,737	67%	89,100	15%
PLANO	3,695	17,872	384%	72,331	305%	128,713	78%	222,030	73%	252,950	14%
FRISCO	1,184	1,845	56%	3,499	90%	6,141	76%	33,714	449%	84,600	151%
CARROLLTON	4,242	13,855	227%	40,595	193%	82,169	102%	109,576	33%	118,700	8%
LITTLE ELM	200	363	82%	926	155%	1,255	36%	3,646	191%	19,900	446%

Source: US Bureau of Census

Population Projections

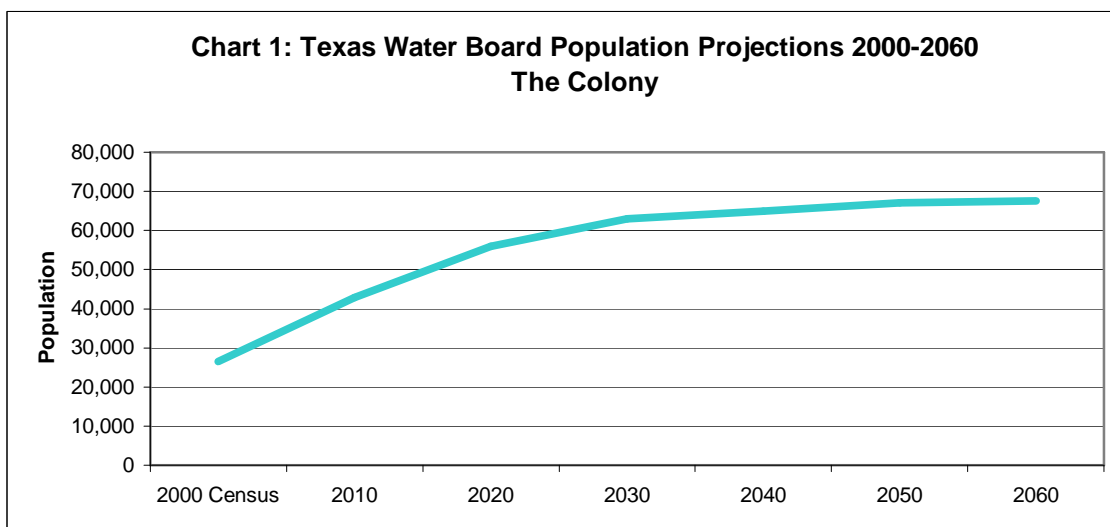
Future population growth in The Colony will be affected by external factors including growth rates within the region and state. Population projections are educated guesses at population growth over time for a particular area.

Texas Water Development Board

The Texas Water Development Board is charged with producing water consumption rates and demand need for the future population of Texas. The agency creates a county-by-county population projection through the cohort survival method in which population by age group or cohort is aged progressively year-by-year and factors in the birth and death rates of each individual county then factoring in the emigration rate (movement into and out of the county). Each individual subgroup of the county (cities and municipal utility districts) are then parceled out a share-of-the-growth of the county as a whole usually based on historical growth trends as a percentage of the county growth as a whole.

Table 4. Texas Water Development Board 2006 Regional Water Plan - City Population Projections for 2000 – 2060							
CITY NAME	2000 Census	2010	2020	2030	2040	2050	2060
THE COLONY	26,531	42,800	56,000	63,000	65,000	67,000	67,600
LEWISVILLE	77,737	105,690	132,412	152,002	165,316	175,002	185,002
PLANO	222,030	253,608	264,932	275,000	285,000	295,000	305,000
FRISCO	33,714	137,115	200,000	244,000	269,000	290,000	300,000
CARROLLTON	109,576	121,000	124,000	128,500	131,320	133,450	134,800
LITTLE ELM	3,646	27,600	40,000	47,477	47,477	47,477	47,477

Source: Texas Water Development Board



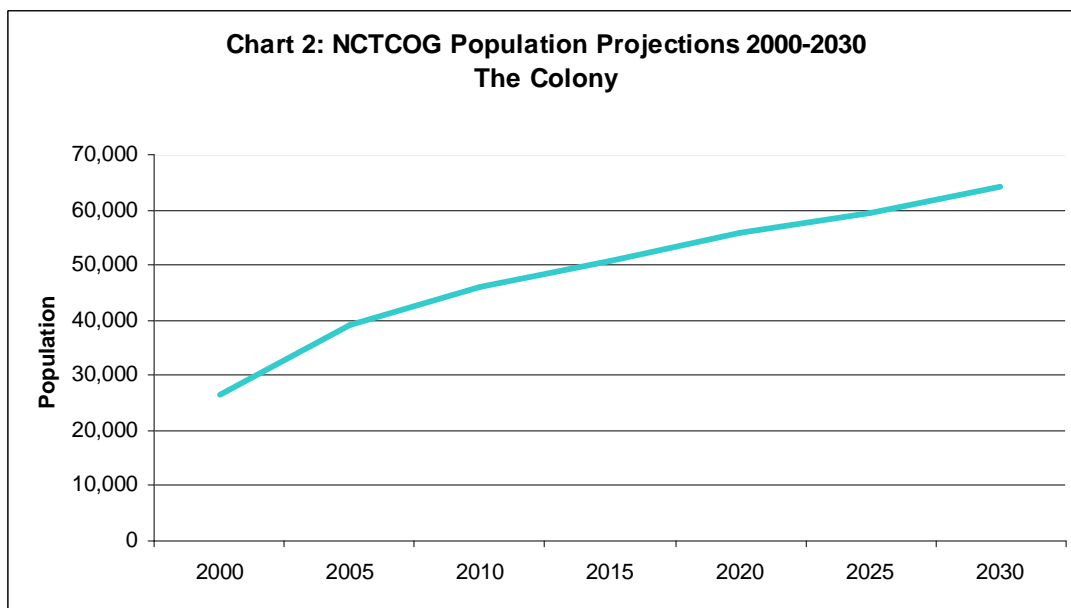
North Central Texas Council of Government (NCTCOG) Projections

The NCTCOG projects populations for all communities within its region approximately every three to five years. The NCTCOG is charged with creating population estimates and projections in its capacity as serving as the Metropolitan Planning Organization for the Dallas/Fort Worth area. The MPO produces the long-range regional transportation plan in order for regional transportation projects to receive federal funding dollars.

The NCTCOG yearly estimates and projection programs utilize a variety of information sources from the communities including existing land use, zoning densities, vacant land area and building permit rates.

Table 5: NCTCOG 2000 – 2030 Population Projections							
CITY NAME	2000	2005	2010	2015	2020	2025	2030
THE COLONY	26,519	39,148	46,131	50,906	55,916	59,519	64,216
THE COLONY ETJ	27	167	259	536	811	831	970
LEWISVILLE	78,360	87,841	92,437	95,544	96,844	105,444	111,168
PLANO	222,498	245,261	255,812	256,882	256,882	257,061	257,061
FRISCO	34,028	80,969	112,725	144,788	178,558	202,949	227,911
CARROLLTON	109,364	114,164	119,250	119,435	120,868	123,676	124,086
LITTLE ELM	3,667	11,231	12,436	13,790	15,223	17,066	18,882

Source: NCTCOG



The Colony's Holding Capacity – Estimated Population at Build-Out

Calculations for the holding capacity model were created using existing City of The Colony data. Existing land use data from the city that is assigned as vacant (potential to be developed) is compared with existing zoning categories. A sum of the total vacant land area zoned for residential development is then created. For each zoning district a total potential number of housing units is assigned based on the maximum number of units (or lot size) allowed within the zoning district. Housing units are then multiplied by the observed average household size for owner-occupied (single-family) and renter-occupied (multi-family) units.

The holding capacity model only shows what the potential total population increase may be based on existing zoning area as of 2006. The following assumptions were made based on the ultimate build-out number:

- All existing and future residential properties are assumed to be 100% occupied.
- Existing zoning will remain in place (static) throughout build-out.
- All vacant land zoned for residential uses (such as single-family, multi-family, planned development and mobile homes) will be developed at the maximum density allowed by that particular district.
- Areas labeled as vacant but utilized as easements, landscaping and/or dominated by floodplain areas greater than 50% of the parcel were eliminated as potential residential development sites.
- Potential population at build-out assumed occupancy rates of 3.15 persons per owner-occupied household and 3.10 persons per renter-occupied household (as per the 2000 US Census numbers for the City of The Colony).
- Zoning districts not zoned for residential and containing vacant land were not included in estimating the city's potential future population.

Table 6. Total Developable Vacant Land in The Colony by Zoning District Allowing Residential Development

Zoning District	Total Land Area in Square Feet	Total Land Area in Acres	Total Possible Housing Units (by density allowance)	Total Population Growth Capacity
A	4,046,130	93	674	2,124
PD-MF	18,926,187	434	4,345	13,469
PD-MF-2	15,696,751	360	4,324	13,405
PD-MF3	2,218,212	51	815	2,526
PD-SF	31,184,437	716	3,248	10,232
SF	3,150,241	72	328	1,017
Total	75,221,958	1,726	13,734	42,773

Source: City of the Colony, SpringBrook Planning Group

Therefore, if all vacant land in The Colony currently zoned residential were built out to its maximum potential, the city could potentially add an additional 42,774 residents to

the city, and, excluding annexation, could add an additional 13,734 housing units. At current building rates these potential housing units could be built-out within the next 25 years.

If the developable areas of The Colony's extraterritorial jurisdiction (ETJ), estimated to be 528 acres, were annexed and zoned for single-family development at 10,000 square feet minimum lot sizes (4.35 units per acre), then an additional 2,270 dwelling units and 7,152 household residents could potentially be anticipated. This is much greater than the NCTCOG estimates for the ETJ area, as their assumptions base growth in this area as remaining predominately rural and less dense in development pattern.

Several data sources have been shown to demonstrate the range of population projections available for The Colony. Many of the projections are generated at a macro-scale and do not involve a detailed analysis utilizing land area capacity for residential zoning districts. **The conclusion reached is that as many as 16,000 new residential households could be developed, housing 50,000 more city residents, is possible in the next 25 years if current land use policies**



and growth trends continue to follow recent historic patterns.

The Colony: Other Population Characteristics & Trends

The following data sets contain more detailed information about The Colony as per the 2000 Census from the US Bureau of Census. The decennial census estimates certain populations based on both statistical sampling and full population count.

Age

One of the most important aspects of United States age characteristics is the fact that the generation labeled as the "baby boom" generation (born 1946 to 1964) will be aging into the traditional retirement years. People in this age group have shown a significant tendency to live and retire in the community in which they raised their children rather than moving to other locales. The NCTCOG estimates that by 2020 one quarter of the Dallas /Fort Worth Region will be age 65 or older.

The Colony has a relatively young population. Over 60% of the population is older than 16 and less than 62 years of age, and are still active in the workforce. As the population moves toward retirement age the community will need to address the impact of older citizens on city services. One major factor in providing a base of retail uses, personal services, and other attractions to the future market area of The Colony is the construction of retirement communities off FM 423 to the north of the city.

Located in an adjacent city, the 2,400 unit “active retirement” community will have quick access to The Colony via Main Street. Providing for entertainment, restaurants and shopping for an active retirement age group is a priority for the city.

Race

In evaluating race/ethnicity trends, the 2000 Census showed that 84% of residents of The Colony identified themselves as White/Caucasian, 5% identified themselves as Black or African-American, and 8% identified themselves as other races. Hispanic ethnicity may be applied to any race. Of the total population of The Colony, 15% of residents identified themselves as belonging to a Hispanic ethnicity, regardless of race.

As with the State of Texas as a whole, persons with Hispanic ethnicity are expected to continue to grow in the Dallas/Fort Worth region and in The Colony. The Colony has a larger percentage of residents of Hispanic heritage than the statewide average.

Income

The income levels of The Colony, along with those of southern Denton and Collin Counties, has been increasing steadily over the past decade. The gradual relocation of service industry employees seeking shorter commutes to their places of work in the region has increased the average income of households in The Colony. Currently the Economic Development Corporation of The Colony estimates an average household income of \$85,582 in 2005 dollars. By comparison, the average income for the North Texas Region (Denton, Collin, Tarrant and Dallas Counties) is estimated at \$50,335 as based by the American Community Survey data compiled by the Federal Reserve Bank of Dallas.

Section 3 The Colony: Existing Land Use Characteristics

The ability of The Colony to support new residents, enjoy reasonable property tax rates and provide appropriate levels of municipal services is dependent on the establishment of land use policies and regulations that balance the quantity, quality, location and timing of growth and new development. It is important to understand the relationship between population growth and the physical development needed to support residents, particularly given The Colony's position within the North Central Texas region.

Existing Land Use Distribution

Having begun in the early 1970s as a suburban community subdivision, the City of The Colony has expanded its development pattern to interlink multiple residential neighborhoods with corridor-style retail / office development. Bounded by Lewisville Lake to the east and the cities of Frisco, Plano and Lewisville on the remaining sides, The Colony has a limited amount of developable land to add to its capacity.

As of 2006 the City of The Colony contains 10,078 acres of incorporated city area, of which 3,253 acres is contained within Lake Lewisville. The remainder of dry area is predominated by single-family development comprising of 32.27% of total land area. Large portions of the land uses that are classified as vacant / undeveloped are utilized as community open-space and floodplain.

Table 7. Existing Land Use Distribution The Colony 2006		
Existing Land Use	Acres	% of Total
Agricultural	644	9.44
Commercial / Retail	209	3.06
Cemetery	2	0.02
Government/Institutional	300	4.40
Single Family Residential	2,202	32.27
ROW/Utility	104	1.52
Medium Density Residential	38	0.56
Multi-Family Residential	121	1.77
Mixed Use	8	0.11
Mobile Home	7	0.11
Park	976	14.30
Office	39	0.57
Vacant/Undeveloped	2,175	31.86
Total Land Area	6,825	65.96
Lake Lewisville	3,253	34.04
The Colony City Limits	10,078	100.00

Of the total developable (land areas outside of 100 year floodplain) 2,174 acres of land classified by the City of the Colony as vacant or undeveloped agricultural land, 20% or 447 acres of this area is currently zoned for nonresidential development. The remaining 80% as shown in Table 8 is currently zoned for residential use.

Table 8. Vacant Developable Land By Zoning District		
Zoning District	Acres	%
Vacant, Residential Land by Zoning District		
A – Agricultural	93	4.3
SF – Single Family	72	3.3
PD-MF, MF2, & MF3 Planned Dev. Multi-Family	846	38.9
PD-SF Planned Development Single Family	716	32.9
Sub-Total: Vacant Residentially Zoned Land	1,726	79.4
Vacant, Non-Residential Land by Zoning District		
BP – Business Park	74	3.4
GR – General Retail	22	1.0
HC – Heavy Commercial	2	0.1
I – Industrial	3	0.1
LC – Light Commercial	5	0.2
NS – Neighborhood Service	3	0.1
O-1 – Office District	14	0.7
SC – Shopping Center	24	1.1
PD-BP – Planned Development Business Park	94	4.3
PD-I – Planned Development Industrial	197	9.1
PD-GR – Planned Development General Retail	10	0.5
Sub-Total: Vacant Non-Residentially Zoned Land	447	20.6
Total Vacant Developable Land	2,175	100.0

As currently zoned, vacant land zoned for nonresidential uses could yield slightly more than 32 million square feet in gross floor area, most of which (more than 50%) is located in planned development – business park zoning districts.

Table 9. Maximum Capacity of Non-Residential Developable Land			
Zoning District	Vacant (Acres)	FAR	Maximum Development Potential (Sq. Ft.)
BP – Business Park	74	4.00	12,893,760
GR – General Retail	22	0.20	191,664
HC – Heavy Commercial	2	0.50	43,560
I – Industrial	2	0.25	21,780
LC – Light Commercial	5	0.20	43,560
NS – Neighborhood Service	3	0.25	32,670
O-1 – Office District	14	0.25	152,460
SC – Shopping Center	24	0.25	261,360
PD – Business Park	94	4.00	16,378,560
PD – Industrial	197	0.25	2,145,330
PD – General Retail	10	0.20	87,120
Total	447		32,251,824

Section 4 The Colony: Transportation System

The Colony is geographically located in the North Central Texas Region in an area of explosive growth. Municipalities such as Plano, Little Elm and Frisco face increasing levels of vehicular travel demand, and regional travel through The Colony is causing impacts that will significantly impact the city's identity and attractiveness. The TXDOT decision to expand Main Street to six lanes (and eight lanes near State Highway 121) will certainly improve regional mobility but may also contradict The Colony's goals to have a unique identity and to establish attractive and functional retail corridors. The elevations of recently constructed section of State Highway 121 have magnified this corridor's role as a more pronounced geographic and visual barrier dividing the city on an east-west axis.

Current traffic counts at major intersections, from data collected by TXDOT in 2004 indicate that significant Average Daily Traffic impacts are found throughout the city:

▪ Main Street at State Highway 121	36,402
▪ Paige Road at South Colony	13,136
▪ Paige Road at State Highway 121	15,862
▪ North Colony, East of Main Street	13,444
▪ Main Street, North of North Colony	28,419
▪ Plano Parkway, South of Windhaven	9,048

The North Central Texas Council of Governments (NCTCOG) has established several policies and programs recognizing that construction of new or expanded roads is so costly that regional travel demand will never be satisfied. NCTCOG readily promotes alternative modes of transportation and trip reduction measures as a way to counter the demand for more and more pavement.

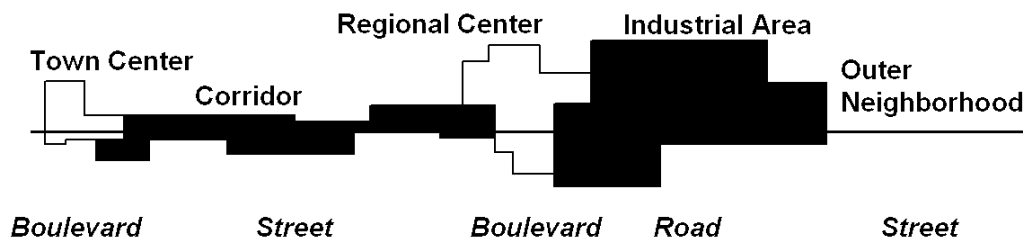
The Colony Transportation System Principles

- Develop an identity for The Colony that enhances the city as a destination without inducing a greater volume of automobile through-traffic.
- Use a transportation system as a means for guiding development. Mixed use development, higher densities and other strategies should be embedded in The Colony's land use regulations to reduce travel demand.
- Ensure the safety and comfort of pedestrians throughout the city.
- Reduce parking demand through limiting the absolute amount of spaces and prioritizing the spaces for short-term or a variety of peak hour uses.
- Widen sidewalks where intensive commercial, recreational or institutional activity is present and where residential densities are high.

- Ensure that bicycles can be used safely and conveniently as a means of transportation as well as for recreational purposes.
- Street design efforts should involve a reexamination of all street sections to ensure that the amenities desired by city residents are included. Features such as sidewalks, bike lanes, curbside parking and street trees should be included in the overall design.
- Connectivity is important on several levels:
 - Main Street design should include east-west access and connectivity to maintain viability for commercial and retail redevelopment.
 - Future extensions of Memorial Drive and Teel Parkway / North Colony Boulevard will provide connectivity and relieve travel demand by disbursing regional travel through alternate routes.
 - Trail connectivity is important to provide walking and bicycle alternatives for city residents. The trail system is also important to provide an aesthetic resource and an exercise amenity.

Street Sections

As The Colony increases its traffic capacity through the future expansion of existing roadways, a variety of street sections along the major and minor arterials should be considered. In particular the current and future redeveloped land uses along Main Street (FM 423) and The Colony Boulevards (North and South) should be considered in determining the ultimate section of the road. As an example Main Street may be modified in several different areas to reflect the more commercial developed areas adjacent to the intersections of North Colony Boulevard and South Colony boulevard, but require a less intensive section along areas which are bounded by the existing residential and lakefront viewsheds.

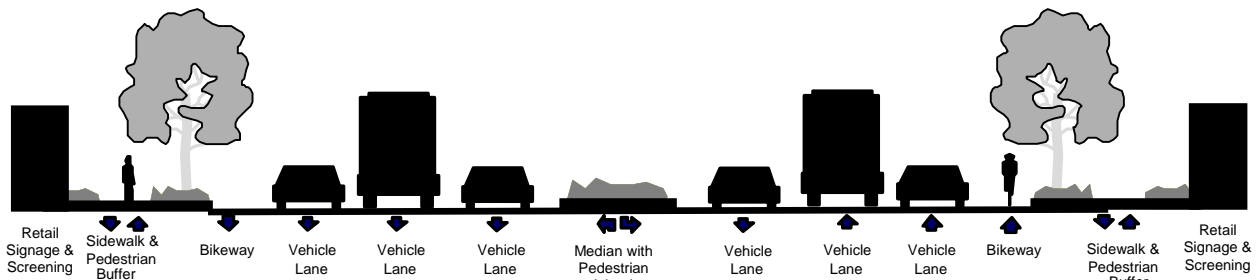


Example of how street sections may change according to land use

As Main Street nears the interchange with SH 121, the arterial may warrant a wider section to accommodate the amount of traffic that may occur at that location.

The following are example street section types with adjacent land uses and possible locations within The Colony in which they may be utilized.

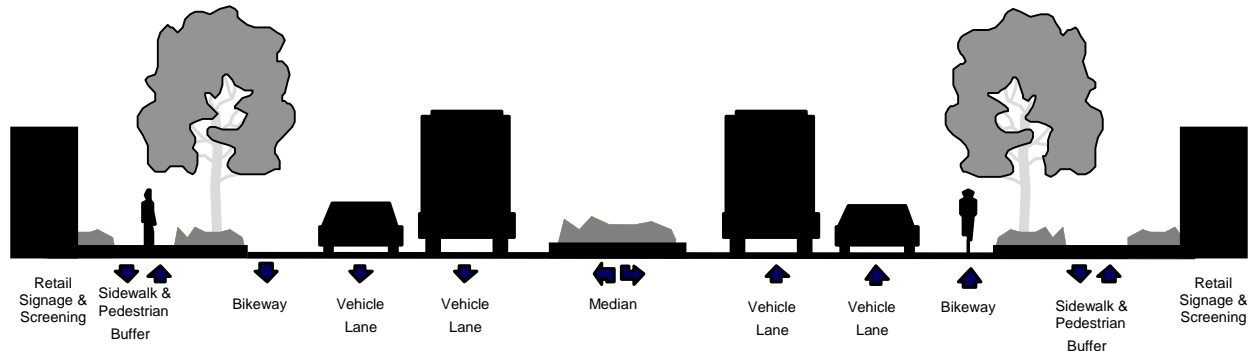
Primary Arterial



Description: Motor vehicle and freight-oriented design with pedestrian access at arterial / collector intersections serves industrial, intermodal, and big box retail

Appropriate Locations: Main Street (FM 423)

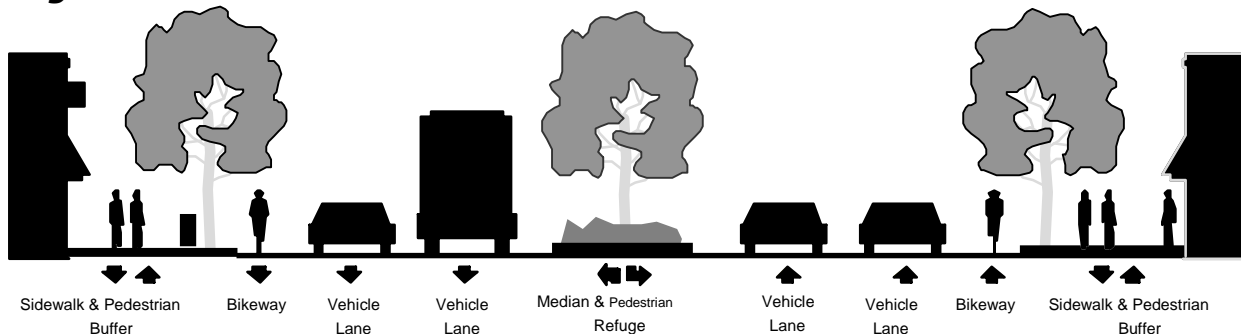
Urban Road



Description: Motor vehicle and freight-oriented design with pedestrian access at arterial / collector intersections serves industrial, intermodal, and big box retail

Appropriate Locations: Memorial Drive, Plano Parkway, Paige Road (south of South Colony Boulevard), South Colony Boulevard and North Colony Boulevard

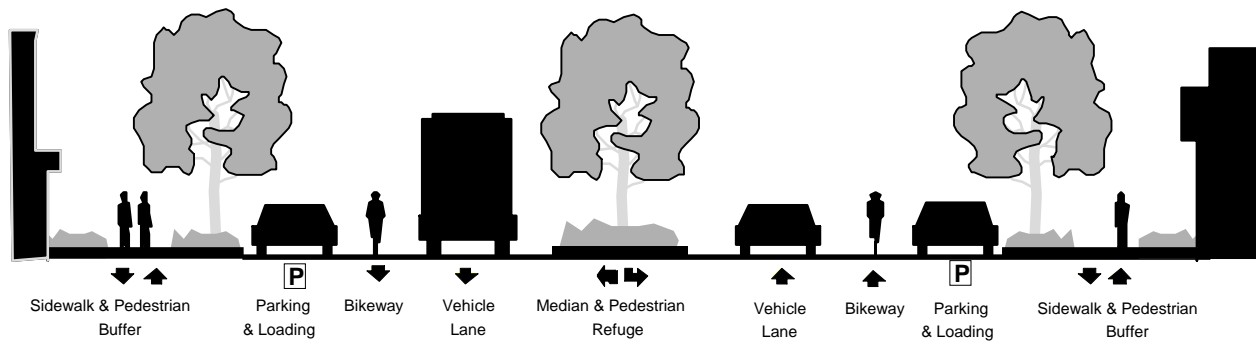
Regional Boulevard



Description: Transit and pedestrian-oriented design including frequent pedestrian crossings; includes some access control and occurs in town centers, and some main streets

Appropriate Locations: Windhaven, South Colony and North Colony Boulevards as they intersect with Main Street

Main Street



Description: Balances motor vehicles with alternative modes; includes pedestrian crossings and provides on-street parking when possible

Appropriate Locations: Internal commercial development roads, portions of South Colony Boulevard and Paige Road intersection as Town Center

Section 5 Plan Update: Public Involvement Process

Planning Process

The basic foundation of any comprehensive plan is the participants who help formulate the needs, policies and goals that are to be achieved. Without direction the plan is a static document that does little to influence how the future may be reached while improving the community. The planning process for the development of The Colony Comprehensive Plan was built upon the concept of building public awareness, participation and formulating a goal set with implementation recommendations to achieve those goals.

Council Direction

The City Council met with city staff and the project team in April, 2006, to review the base demographic findings and to set areas of investigation regarding the plan. The City Council focused on redevelopment of the Main Street Corridor, the identity of the city within the context of generating new businesses and residents and the improvement of quality of the city's image as a destination.

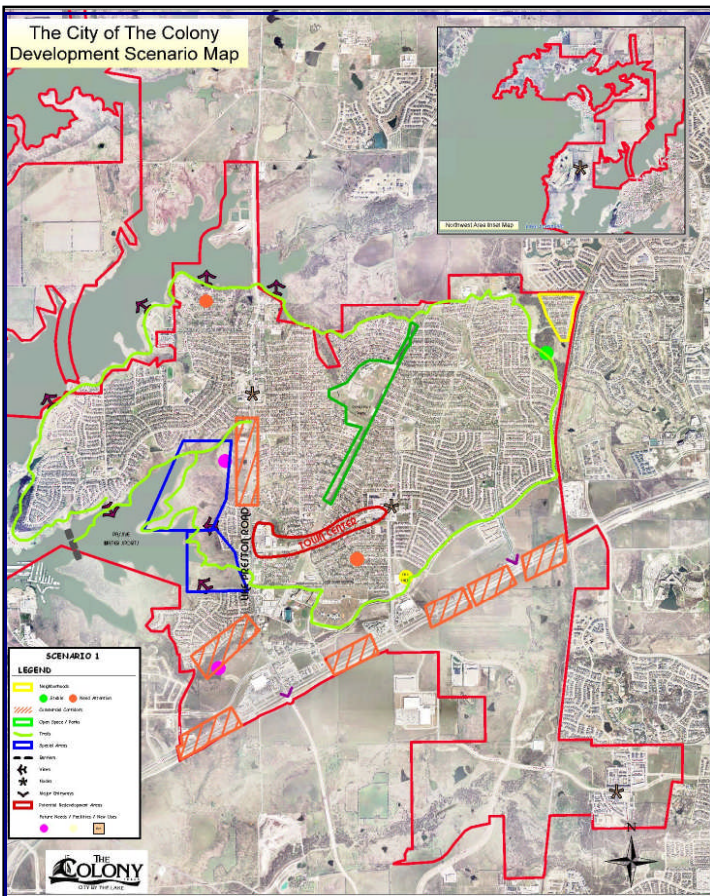
Open House Meeting - May, 2006

An open house meeting was held with the public and city staff in May, 2006, to gather the needs and visions of the community at-large. Topics of discussion included:

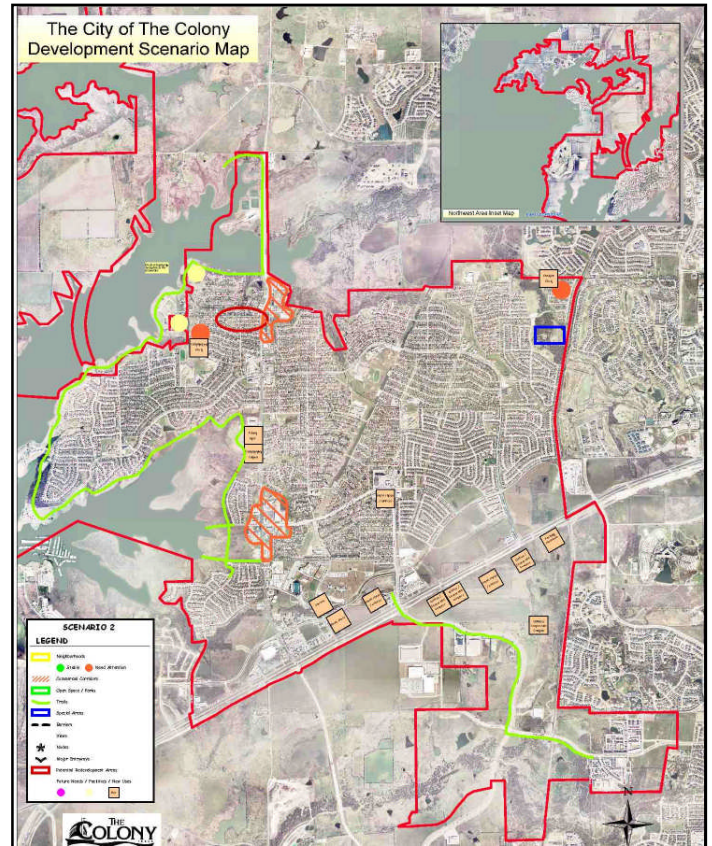
- traffic congestion, both existing, and future congestion as the city increases in population;
- the quality of home construction;
- the inclusion of the arts as a factor in determining community facility needs;
- visual quality, signage and wayfinding through the city;
- the improvement of trails, sidewalks and recreation areas;
- the generation of new retail and office businesses within a viable town center; and,
- the improvement of a unified branded identity of the city which could be associated with large events.

Design Charette – August 2006

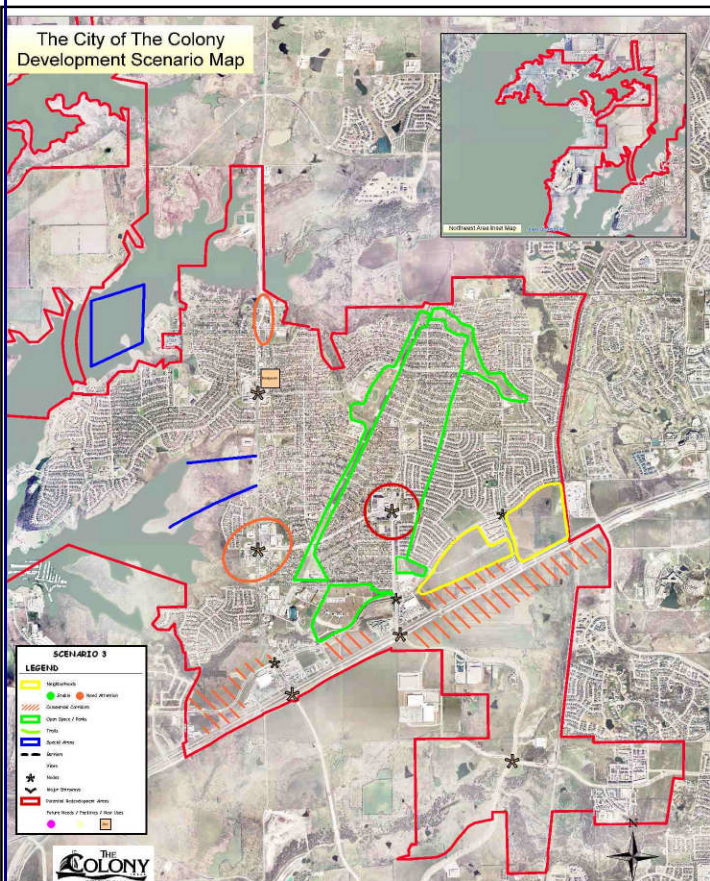
The project team held a design charette at The Colony City Hall in August, 2006. Group participants were invited to split into several design groups and given the charge to add community and redevelopment areas to a large overview map of the city. Many of the groups focused on the need for higher transportation interactivity with surrounding land uses especially along the Main Street corridor as the widening of the highway will progress in the next several years through the Texas Department of Transportation's improvement process. New centers of retail and development were discussed and located. Protection of the natural areas and trail systems within The Colony became a priority to consider as the city reaches its ultimate build-out. The resulting maps set the ground work for the future development scenario for the city.



Charette Scenario 1 – Emphasis on Town Center; Trail System; Commercial Redevelopment and Lake Views



Charette Scenario 2 – Emphasis on Redevelopment; Trail Systems and New Commercial Development



Charette Scenario 3 – Emphasis on Trail Systems; Town Centers, New Neighborhoods, Commercial Development and Lake Views

Redevelopment and Commercial Design Survey – August – September, 2006

In addition to the active public participation meetings held in association with updating the comprehensive plan, the project team produced a hand-out and downloadable survey of how commercial redevelopment and design should be managed in The Colony. Questions evaluating landscaping buffers and signage options were included in the survey as well as building site and parking lot locations. Results from the survey were summarized and have been included as an appendix to this plan.

Section 6 Policy Recommendations

Land Use

The Colony desires a land use program that encourages a mix of high-quality residential opportunities for a diverse population, improves connection to corridors as desirable business locations, to provides for a broader range of retail and entertainment opportunities and creates regional destination development as well as an identifiable town center. The development of these areas is encouraged once adequate infrastructure and services are in place.

The driving principle behind the plan update is to move to a more pedestrian-friendly environment where uses can be more readily mixed through thoughtful zoning implementation and quality site design. The mix of uses will generally reflect a stepping-up of intensity to avoid incompatibilities and buffering and design techniques to mitigate impacts of adjoining uses. Community standards should be developed to further assure compatibility of uses over time.

Land use patterns and development will reflect high-quality design and environmental sensitivity. Particular emphasis will be placed on the creation of neighborhood and community focal points and public spaces in order to reinforce the shared experience of unique places and design elements that creates a greater sense of community. Of particular interest is the design of more interesting neighborhoods and more human-scale retail areas, all with an “urban village” feel.

Defined by two major corridors through the community, opportunities for redevelopment along these corridors will be the focus in the coming years. Specific target areas should be identified and processes put into place that encourage redevelopment and increased investment in the city without harming existing locally-owned businesses.

Growth Management

Greenfield and redevelopment growth should be based on policies determined by how the city wishes to maintain the quality, quantity, location and timing of that growth. For example, a city policy formulated that promotes capital investment in new infrastructure in green-field areas within two years would affect the location and timing of new growth.

In The Colony, new and redeveloped growth will develop according to:

- **Quality** - Quality of growth will be strongly managed through higher design standards and revised development regulations for prioritize redevelopment areas. Opportunities to enhance the city’s tax base will be seized through a focus on commercial development and redevelopment.

- **Quantity** - Quantity of growth will be strongly managed through the proactive planned capital and operational improvement of services. New goals will be established to strike a better balance between future residential and non-residential land uses.
- **Location** - Location of growth will be strongly managed through organization of land use patterns that identify and match intensity with available infrastructure, making corridor redevelopment an attractive priority. Viewsheds to the lake will be preserved, and an efficient and inter-connective transportation system will be planned and provided. Efforts to develop an annexation policy for ETJ areas will begin, including an assessment of the extent to which these areas can be effectively and economically served by The Colony's municipal services.
- **Timing** – Timing of growth will be managed through efficient development processing, and the implementation of public and private investment in infrastructure.

Land Use Balance

Beginning as a new subdivision, the history of The Colony is reflected in its current land use mix. Dominated by both aging and brand new neighborhoods, the tax base of the community is centered primarily on residential development. Less than 4 percent of the city is actively used for commercial and office uses, which generate higher property valuations and sales tax revenues than residential uses. City intervention should specifically address measures that will create a better balance of uses to enhance the nonresidential tax base and control the extent to which new residents will place additional pressure on municipal services. Potential implementation techniques include, but may not be limited to:

- Approving a city policy establishing specific goals for residential and non-residential growth. The Colony's Economic Development Corporation could play a central role in recommending initiatives to the City Council.
- Increasing the availability of non-residentially zoned land through city-sponsored re-zonings of commercially developable agricultural or undeveloped residential properties. If pursued, this effort should have a well-planned consultation process involving affected property owners and should be guided by a market and infrastructure studies.
- Programming capital improvement projects, possibly tied to development agreements that address basic infrastructure needs including water, sewer, stormwater and street improvements for areas which are deemed desirable for targeted commercial development or redevelopment properties.
- Identifying and marketing individual parcels that would be eligible for redevelopment through creation of a geographic information systems property

inventory. This would include integration with the full array of economic development incentives offered by the Economic Development Corporation.

Neighborhoods

A common theme expressed by residents was the protection, preservation and enhancement of existing neighborhoods. Most residents believe that the existing neighborhoods are in relatively stable condition and that existing neighborhoods within the city be vigorously protected and preserved. Ideas expressed to enhance existing neighborhoods include:

- Connectivity / Accessibility

The Colony has a thorough and well-articulated greenway master plan. The concept of providing all neighborhoods throughout the city access to a safe and connected system of trails should be implemented, particularly in association with redevelopment of the South Colony / Paige Road Town Center. A portion of the city's capital program should be devoted to acquisition and construction of greenway segments according to the master plan.

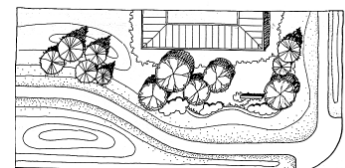
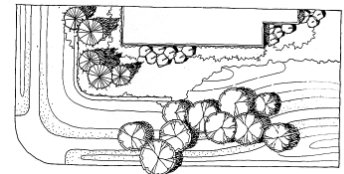


- Street tree plantings

One street tree planting program that has worked in other communities involves a partnership between the city and the neighborhoods. Neighborhood groups solicit support for street trees from local homeowners and approach the city once support is garnered. The city purchases and plants the trees and the homeowners pay a portion of the cost. As cities typically have the ability to purchase street trees in larger quantities at reduced rates, the cost to everyone is reduced. Once planted, maintenance becomes the responsibility of the property owner.

- Screening Walls & Alleys

Several subdivisions within The Colony have structural screening walls and/or concrete alleys, some relatively new and in good condition while others have suffered deterioration over the years. These walls and alleys are privately owned by neighborhood or homeowner associations. As occurs throughout Texas and the United States, city governments are typically approached to accept ownership, maintenance or replacement costs due to the inability of homeowner dues or assessments to cover such costs. This issue may not be a priority in the next five years, but The Colony officials would be well-advised to begin addressing this issue through contact



Appropriate landscaping may be an alternative to screening walls.

with all homeowner associations and through an inventory and assessment of condition for commonly and privately owned screening walls and alleys.

Redevelopment

The Colony should support policies that provide an active city role in making redevelopment happen. If the city's policies are to be successful, the next steps are recommended as follows:

- The city should be active in encouraging redevelopment in the targeted redevelopment areas. The city should consider strategies that benefit a whole district before strategies that only benefit a single project. The city should retain a flexible approach in implementing redevelopment strategies in order to pursue public-private partnership opportunities as they arise.
- The city's development regulations and administrative processing requirements should be examined to ensure they fully accommodate redevelopment project and neighborhood priorities. Some areas for further examination include investigating "priority-processing" to expedite the development review process for small redevelopment projects; improving project predictability by reducing or eliminating discretionary review; reducing off-street parking requirements; increasing landscaping and screening standards; promoting "internal street" standards; more clearly defining building compatibility standards; and, providing cooperative assistance in the placement of infrastructure elements and utilities.
- A geographic inventory of targeted redevelopment areas and parcels should be created and should be available on the city's website.
- Opportunities for redevelopment and infill on city-owned properties and initiation of a "land banking" program should be explored in priority areas.
- Project decisions should be grounded in the basic objective of maintaining and enhancing a sound and diverse economic base.
- Existing commercial and industrial enterprises should be maintained and protected.
- A positive social and cultural climate should be maintained or enhanced to enhance The Colony's attractiveness as a location for business relocation or expansion.
- Encroachment of incompatible land uses on viable industrial activities should be avoided. Existing plans and zoning districts should be reexamined to maintain a healthy supply of land for nonresidential development.
- Office and related land uses should be encouraged to locate in compact, multi-use parks along the 121 corridor to preserve future transit options.

Urban Design

Many of The Colony Comprehensive Plan Goals are related to the desire to have a more attractive community. Developers seek investment environments that encourage or require high quality development since they typically yield higher profit margins and prevent potentially detracting development from locating next door.

People live in cities in order to have access to opportunities that only come with larger numbers of people. Living in the Dallas / Fort Worth Region means being close to many different types of jobs. Cities bring large numbers of people together, thereby increasing the odds that like-minded people can find one another. This is the reason cities tend to be birthplaces of new ideas such as new forms of art or new business innovations. For a community like The Colony to compete with its surrounding neighbors, the community should invest its time and energy to increase the interactivity of its citizens. The design of the community should incorporate opportunities for open spaces and public interaction within the framework of a thriving business climate in both the service industries and the retail environment. Existing retail businesses within The Colony are oriented primarily to the automobile and are concerned with providing the quickest turnaround of people to and from the storefronts. Providing urban spaces in which people may linger and interact with their environment provides a community with a more relaxed atmosphere in which they will want to spend more time and eventually, more money.

Within recent years, The Colony has already made progress on the urban design front, and expectations have been raised with new corridor regulations for State Highway 121. An effort to reexamine The Colony's development standards (zoning and subdivision regulations) will start in fall 2007.

The following policies will guide The Colony's urban design activities:

- The City will strive to create a sense of place for neighborhoods and commercial districts that supports the image and character of the community. While more strongly defining these individual places, the city will provide more choices in physical environment for residents, workers and shoppers. The design of these places will encourage high-quality development through sensitive site design, building forms and materials, and thoughtful relationships of private development to streets and public areas.
- The city will create more livable streets and parking areas where standards for the movement and storage of vehicles will be balanced with the desire for pedestrian experience of higher quality public spaces. The visual impact of parking and service areas will be reduced while the visual appeal and perceived safety of streets and sidewalks will take on greater importance. Streets, landscape and buildings will work together to produce distinctive gateways into different parts of the City.

- The City will create and enhance neighborhoods tot include varying developments that relate to each other through a trail system as well as to parks, schools and other shared amenities.
- Recognize and protect viewsheds of Lake Lewisville in the city with particular attention to those of the open spaces and the water surface itself while not impeding development of vacant land.
- Protect residential areas from the noise, pollution and physical danger of excessive traffic.

Section 7 Specific Program Recommendations

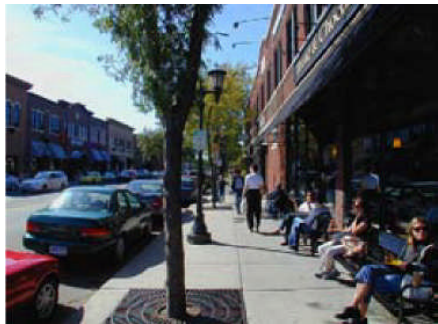
Increasing Commercial / Industrial Uses in the city through Urban Design

Knowing that a major Plan Update objective is to manage the **Quality** of growth through better design, this section emphasizes the need to examine different types of commercial areas and redevelopment. When these types of uses are considered for new development within the city, the following design elements should be included in the overall layout and configuration.

Town Center & Walkable Commercial Nodes

The Colony should encourage the diversity of buildings. Modifications to the design standards should be implemented that ensure quality of development but should allow the flexibility of architecture with stylistic variety. Good buildings should follow key rules which allow structures designed by different people and built at different times in history to “get along”, standing right next to one another. The coherence of a city, known as its “legibility”, comes from the fact that different styles can be compatible if basic ground rules are followed:

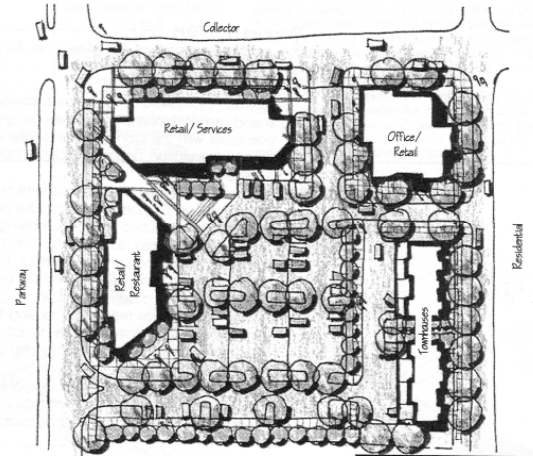
- Buildings should have small footprints that allow a higher density of retail and office environments.



- Buildings should come to the front of the lot to meet the street. Shops, windows, and front doors, rather than parking lots and blank walls, constitute an attractive and inviting pedestrian-level streetscape. The neighborhood center should be a unique destination. Neighborhood center buildings should be dramatic without conflicting with adjacent residential areas.
- Buildings should be designed to enhance the character of streets, using features such as build-to-lines, display windows and distinctive entryways.
- Buildings should be used to terminate some streets to create interesting and dramatic views.
- Public art elements such as art, sculptures and fountains should be required or encouraged.
- The City should hold and encourage public events, festivals and gatherings in activity nodes throughout the year, marketing and promoting local businesses, outdoor vendors and entertainers.
- Mixed use nodes should be 1,000 to 1,500 feet in length and width to ensure that the area is compact and walkable. Block sizes should be limited to a

maximum 300 feet in length. Streets should be pedestrian-oriented with wide sidewalks, on-street parking, street trees, landscaping and other traffic calming features.

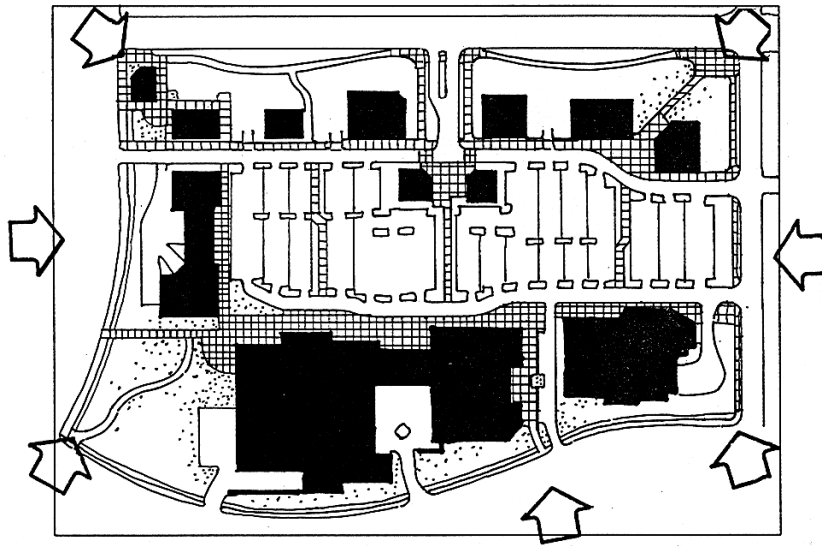
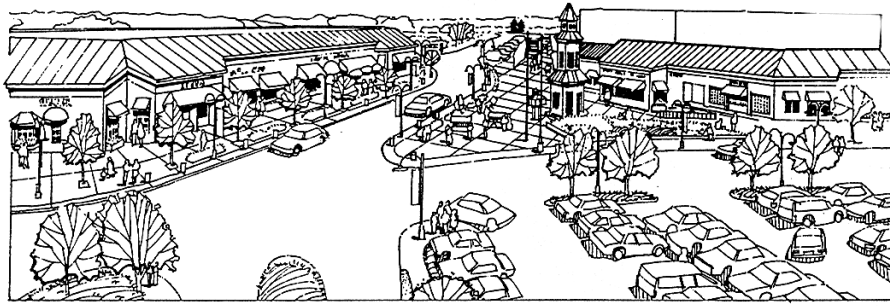
- Buildings should incorporate substantial amounts of clear glass at the street level to allow for views into commercial spaces.
- Buildings should be set close to the sidewalk with entrances oriented directly to and from the public sidewalk or street.
- Buildings should range from a minimum of two stories to a maximum of four to five stories in height.
- Steps should be taken to make physical space comfortable during all kinds of weather, especially by providing protection from wind and rain. Public spaces should be located to take advantage of sunny locations, but with shade provided for relief in summer. Steps should be taken to design spaces to provide a sense of security and safety and should incorporate lighting as an integral design element.
- Surrounding residential uses should be treated with sensitivity. Noise from deliveries and solid waste collection should be mitigated as part of the overall site design. Hours of operation and lighting should also be reviewed to minimize night-time disturbances. Building locations and associated heights should be coordinated to prevent disruption of residential privacy expectations.
- Service areas should be incorporated into the overall site design. Dumpsters, loading areas and zones, heating and air conditioning equipment and utility boxes should be subject to design standards that address screening or visual treatment to minimize visual and acoustic impacts.



Town Center Concept

The implementation of design standards does not mean that buildings should all look alike. Standards that are too restrictive result in a homogenous, sterile type of environment that stifles creativity and diversity. Therefore, the design standards should allow each development to engage its own architectural style.

Office buildings ought to build tall rather than wide in order to provide the most amount of available square footage which is the best way to conserve land, maximize density and achieve greater walkability.



Town Center / Shopping District in which internal circulation provides pedestrian access from the street

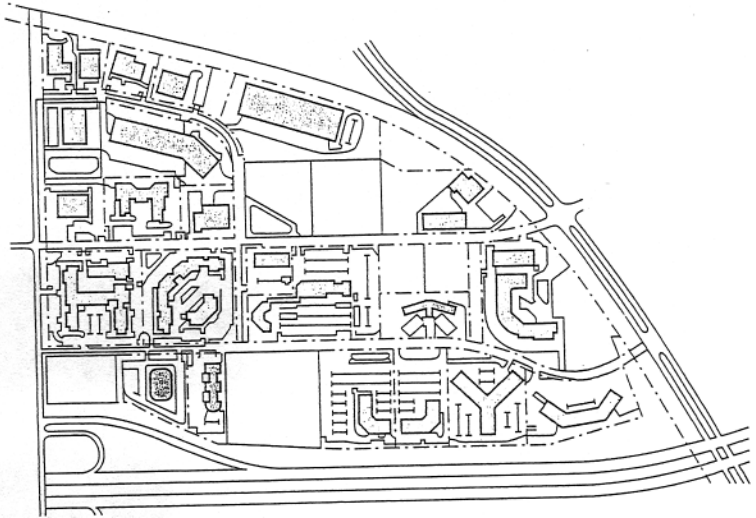
To achieve human interactivity, accessibility for pedestrians must accompany any major redevelopment or new design. When a variety of interactions (cafes, retail stores, open space or park environments) allow people to see and talk with one another, a place is almost always considered more attractive and pleasant. When you are close enough to walk, your trip is almost always a pleasure. These environments can become parts of the city that work well and attract people with interesting buildings, wide sidewalks and trails, landscaping and protection from vehicles to add up to a great pedestrian experience.

Potential Locations for utilization:

- South Colony Boulevard at Paige Road
- Redevelopment areas along Main Street
- Internal areas of large shopping centers
- Five Star and Blair Oaks
- South Colony Boulevard at Main Street
- SH 121 at Plano Parkway

Office Parks

Office parks often include both multi-tenant office buildings owned by an investor, such as a developer and properties built to suit the particular needs of a company. Office parks have evolved as master-planned, mixed use developments incorporating a variety of ancillary uses such as residential, retail, entertainment and recreational components. Other commercial uses such as light industrial buildings and medical office buildings may be included in the master plan. The overall goal is to create a vibrant, self-contained business community that is more than just a place in to work.



Campus Style Office Park

Campus Style

The campus-style of park is typically a large, relatively self-contained development that could cover several hundred acres or smaller. To make parks attractive to office space users, retail elements such as convenience stores, restaurants and dry cleaners are often included into the master plan. Residential development, including for-sale and rental housing, should be considered to be allowed within these developments.

Urban Style

For areas where undeveloped land is at a premium, higher density office should be considered. Higher land costs and redevelopment needs such as the upgrading of infrastructure to these types of office parks are more likely to require higher-density development including multi-story office buildings in order to make them economically feasible. Urban-style office buildings often are vertically mixed-use, employing retail and office on the ground level and office or residential on the upper floors.

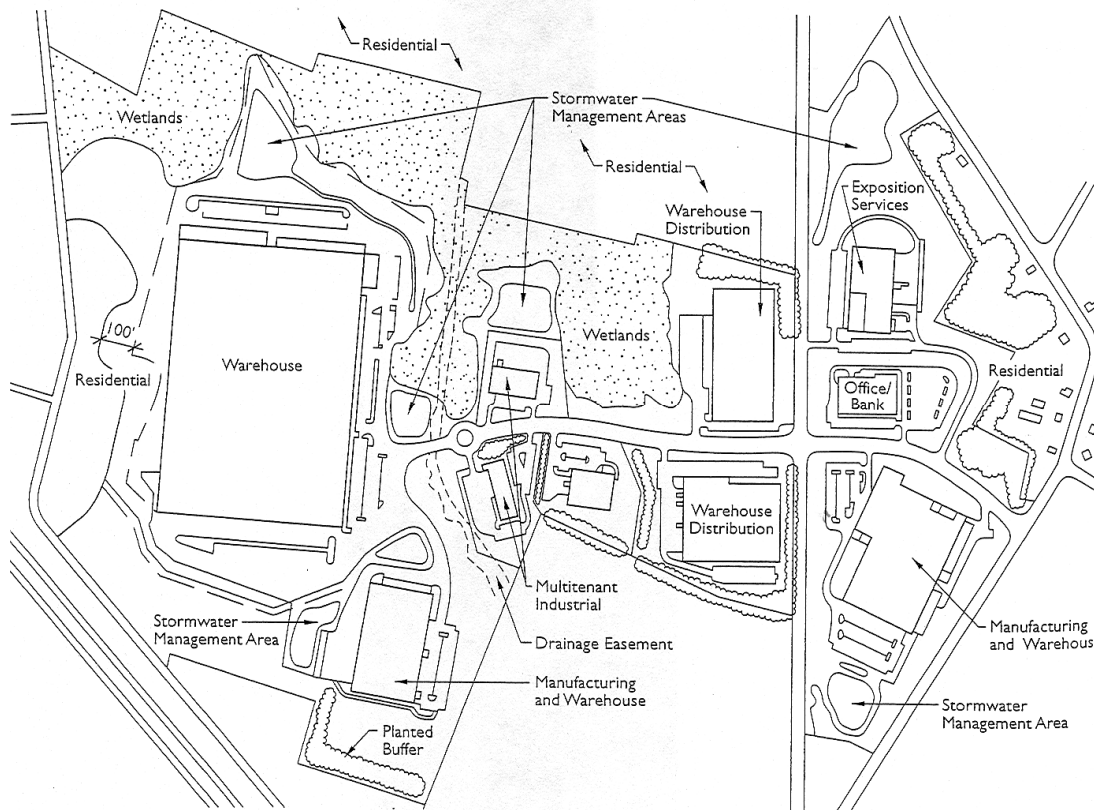
Site and Building Design

Office space is changing from past configurations. The average ratio of office space per employee is shrinking from 250 square feet to 150 square feet per employee, and companies are increasingly locating as many employees on the same floor in contiguous floors as possible to minimize disruptions in business operations. Floor plates for office buildings, which previously were between 22,000 to 26,000 square feet, are now much larger, up to 45,000 square feet. Therefore, the tendency to collocate more employees within the same building, along with increased demand for parking, should be anticipated during the review and revision of The Colony's development regulations. Site design standards should be developed that address

the ratio of open space and landscaping to surface lot parking or structured parking.

Industrial Parks

Industrial parks are areas within a community designated for activities associated with industrial development and can include materials processing, materials assembly, products manufacturing and storage of finished products. Uses can also include manufacturing facilities, warehouse distribution centers and truck terminals.



Prototypical Industrial Park

Industrial parks can be stand-alone developments within The Colony, or, as in the case in the 121 corridor, they can be an adjacent part of a larger regional industrial district spanning a number of contiguous jurisdictions. As adjacent parcels to the 121 corridor in other jurisdictions may also be developed, The Colony should investigate opportunities to jointly develop projects with those communities. Industrial parks rely on the availability of large tracts of land, efficient transportation systems and sufficient infrastructure for their success and for their ability to integrate into the larger community.

Sitting Parameters

Industrial parks should be located in close proximity to major transportation systems with an efficient system of local roadways between the industrial park and

the highway system. Access to other types of transportation such as rail and air freight should be available. Connectivity to the 121 corridor and its linkage to the Dallas-Fort Worth International Airport is a strategic selling point of the area.

Industrial parks require dependable utility systems with sufficient supplies of water for fire protection and for use in industrial processes. Consideration should be given to developing regional stormwater management facilities to support industrial parks. Best management practices for stormwater quality and quantity are ideally developed on a district or region wide basis. Open stormwater management facilities should be allowed within the on-site development to preserve other land areas for industrial development.

Land area of 50 to 100 acres in size allows for flexibility for parcels, landscaping and internal transportation and parking systems. Land should have minimal impediments including infrastructure availability, regulation and topography in order for it to be competitive in the marketplace.

Development of an industrial park should be marketed with the available labor force in the area. Regionally, the labor force is highly mobile with commuter movement being the norm for transportation of workers to jobs. According to the 2000 U.S. Census, over 361,000 persons over the age of 16 active in the labor force resided within 10 miles of the intersection of SH 121 and Plano Parkway. Of that number 174,000 were surveyed to be employed in the management, professional and related occupations while 22,000 were in production, transportation, extraction and maintenance professions.

Site Design Considerations

Industrial parks tend to be organized according to a grid system to optimize flexibility in parcel shape and size. Internal street patterns also follow a grid to accommodate heavy truck traffic. To develop industrial parks in The Colony, the parks should include office space and require less excessive truck use and utilize more curvilinear street networks that follow the natural contours of the land. Major access points should not conflict with pedestrian movement.

Open space and buffers should be required to be constructed within industrial parks to achieve landscape design and compatibility with the community. In order to be competitive, areas considered for industrial parks within the 121 corridor and the Austin Ranch should be allowed to have floor area ratios of at least 4:1 but have allowances for greater site coverage if parking structures are constructed, thereby reducing the amount of pervious coverage to the site. Zoning standards should be set to increase the height and bulk standards but also strengthen the landscaping standards for buffer zones, greenbelts and the protection of environmentally sensitive areas.

Set structural development standards for industrial parks that enhance the aesthetics of utilitarian structures are underground utilities, architecturally

harmonious buildings, connected and integrated landscape elements and road systems that allow for safe and efficient movement.

Potential Impacts

Compatibility of industrial uses with adjacent uses depends on the type of industry that locates within The Colony. When considering an industrial park the following are the types of impacts which should be included within the development review process:

- Transportation – Increased traffic volume and overall impacts on local and regional transportation systems.
- Community Services – Increased demand for community services, including utilities, police fire, and medical facilities.
- Pollution – All formats of pollution may be generated by industrial uses including increased point and non-point source pollution, ambient light pollution, and water quality impacts.
- Aesthetics – Ensuring compatibility of the design and operation of the park with the character of the community.

Performance Standards

The balance in encouraging and promoting increased industrial uses within the community and the protection of residential uses is the placement of performance standards on industrial uses. Performance standards govern light and glare, noise, vibration, air pollution, odor, outdoor storage and hazardous materials. Performance standards should not be placed at such levels which may limit the ability to attract businesses or to the level in which the city finds it is impossible to enforce due to lack of proper measurement tools.

Specialty Retail Districts

Specialty retail districts are retail-dominant developments that contain a variety of mutually reinforcing shops and services. People visit a specialty retail center to combine shopping with other household and personal activities including leisure activities. Specialty retail areas attract customers by satisfying an innate human desire for socialization, self expression and experience during the shopping activities.

Successful retail districts include the following:

- New or previously existing anchor facility or activity such as a movie theater or recreation area.
- Mix of retail merchants and dining places, often unique to the area or locally owned.
- Pedestrian environment containing a variety of public spaces for casual walking and socializing. These areas also may contain programmed events such as a festival or celebration of a holiday to gather people together. These types of

events can make visitors to a privately owned retail district feel community ownership of the space as a “public space.”

Types of Districts

Retail districts may include: festival marketplaces which have an entertainment emphasis and a tourism or recreation anchor; lifestyle centers that are marketed to a particular demographic such as retirees or outdoor enthusiasts; food-market related districts; a strip center tenant mix configured in a “main street” format; or these districts may also be found adjacent to major corporate (Legacy) or transportation centers (Southlake, Mockingbird Station).

Space and Form Criteria

Many specialty retail districts are physically modeled after historic urban environments similar in style to the courthouse square or “main street” style of development. Space and form of new retail districts should take elements of design that include:

- A framework of public spaces and streets that induce a high level of socialization with others. Either spontaneous (meeting someone on the street, interacting about shopping) or programmed (festival, event or similar) activities allow for people to have experiences. This creates a sense of place that allows areas to have a human quality removed from the interaction with vehicular traffic and shop and go experiences of strip centers.
- Spaces and streets that feel public, even if privately-owned. Streets are lined with trees and an abundance of seating areas and other pedestrian serving street furniture including wayfinding signage. The line of definition of the public/private owned right-of-way should be clearly defined in the development of these areas. Districts should be designed to allow activity on the sidewalks that are legitimate solicitations (Salvation Army), petition drives, political speeches, street musicians, dining and other activities that may temporarily interrupt the normal flow of retailing and circulation. Mid-block entrances and plazas allow for these types of activities.
- One or more of spaces should be designed for public performing arts or presentations such as a gazebo or amphitheater.
- An open-air environment that is oriented to shade western-facades from direct sun exposure through the use of canopies, tree coverage and intervening building structures.
- Pedestrian dominance in which slow moving vehicle traffic and parked cars are accommodated on certain streets.

Uses within the districts should:

- Provide anchor spaces or activities that are a primary draw for the district. Usually anchors will be entertainment oriented.

- Provide flexible leasable space to accommodate a constantly changing mix of merchants that reinforce each other and respond to the change in tastes and market availability. The scale of the amount of retail space should be designed for the market area of The Colony and reflect retailers / office tenants that fit with the community needs.
- Civic, cultural or even educational uses should be considered to be included in the area. Uses such as libraries, community colleges and training centers provide constant, consistent foot traffic throughout the retail day.
- Parking should be located in limited on-street activities or off street lots that are hidden from view to maintain storefront continuity along walkways and sidewalks. Entrances to the parking facilities should be clearly marked with signs directing drivers to the entrances.

An “edge-in-transition” or area around the core of the district that allows for new trends in uses and activities to group near the district at a lower occupancy cost. The edge-in-transition also helps define the direction of the core district in the future and enables the district to grow and change over time.

Section 8 Specific Project Recommendations

Town Center & Redevelopment Corridors

The Case for Redevelopment

Existing land uses along Main Street include a variety of commercial, civic, service and residential uses. Commercial activity is focused primarily at the intersections that Main Street has with North Colony Boulevard, South Colony Boulevard and State Highway 121. As the city has aged, many of these retail establishments have not maintained their marketable value and use. The Colony's City Hall is a redevelopment project within a structure that was originally built as a grocery store.

The Colony is facing limits of further outward, physical expansion. Yet, even with a rapidly dwindling inventory of vacant land, most believe it is inevitable new residents and businesses will continue to find The Colony a desirable place to live, work and do business, and will want to locate and/or expand within the community. One of the ways this growth should be accommodated is through redevelopment. Redevelopment is also seen by many citizens as a way to revitalize aging commercial areas, contribute to the vitality of the commercial and economic base, and create additional housing and lifestyle choices. Experiences in other communities across the nation have shown that successful redevelopment projects need to be well-planned and strategically supported, and that leadership from the local government is essential.

The term "redevelopment" typically refers to demolition and replacement of outdated buildings and parking lots, usually with larger new buildings, and usually in a more urban, pedestrian-friendly arrangement where previous development was more suburban in character. Redevelopment can also refer to significant reuse and rehabilitation of existing buildings for new and more intensive uses.

Redevelopment can involve complicated changes, raising site specific issues unique to any given situation. As compared to "green-field" projects on previously undeveloped sites, redevelopment sometimes involves additional costs and difficulties which the private market alone cannot always reasonably be expected to absorb. Often, public-private partnerships are needed to level the playing field and make redevelopment more feasible.

The key to this principle is the promotion of well-planned redevelopment in targeted areas identified through community input, public meetings and surveys. The plan identifies three "targeted redevelopment areas" as follows:

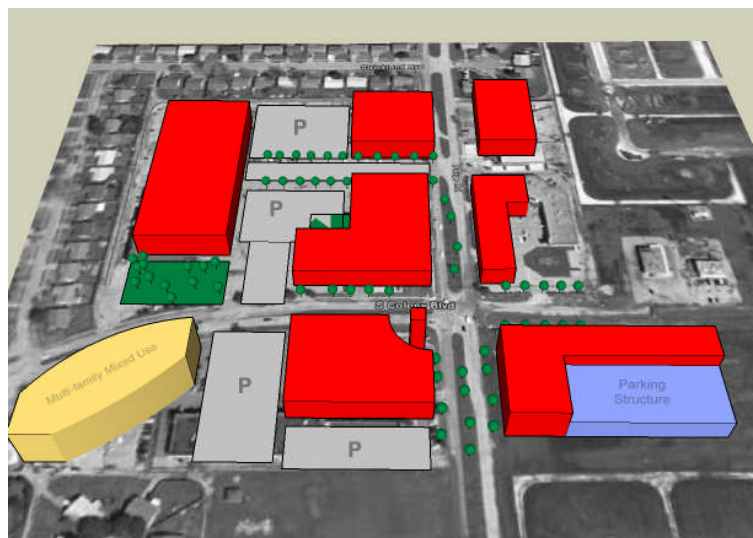
- South Colony at Paige Road
- North Colony at Main Street
- South Colony at Main Street

Town Center:

It presents a unique opportunity for public support of private development to produce a new "Town Center" that is both responsive to the changing climate of the city's retail environment and is central and connected to several surrounding neighborhoods. Depending on the availability of land, the property subject to development would range from 25 to 40 acres.

Development of the center should include a mix of uses housed in structure reaching three to four stories in height, including retail entertainment, office, civic uses and upper level residential units. Retail uses in the town center should be encouraged that contribute to the center's environment. Walk-up retail, unique personal service boutiques, specialized food and gift items and intimate restaurants with ability to have outdoor service would greatly contribute to the identity of the town center.

The Colony should consider revising its development codes as needed to encourage higher floor area ratios, shared parking, streetscape and building design standards, and landscaping and other requirements for the Town Center. Buildings should be concentrated around core pedestrian areas and be oriented to the principal street frontages, not set back behind large surface parking lots. The center should promote and be designed to foster sharing of common facilities such as parking, open space, loading/delivery areas and solid waste disposal areas. The buildings should be noteworthy through architectural design features such as prominent building caps, pitched rooflines, clearly delineated entryways, attractive signage, frequent window displays, and encouragement of awnings, balconies and outdoor seating.



The center should have excellent access by a variety of transportation modes including vehicular, pedestrian and bicycle. Where possible, the city's greenway system should be modified to ensure that access to the Town Center is available from the trail network. Access for future transit should also be incorporated into the design of the center. While the Town Center should be served by arterial streets, such streets should be given special design treatment and be subject to speed and other restrictions as appropriate to ensure that they are conducive to a pedestrian environment. Well-designed signage should direct visitors to the center from the interstate and locales throughout the city. Large expanses of surface parking should be broken up into smaller pods by streets, landscaping, sidewalks, walls or other treatments. Parking lots should be appropriately screened or separated from adjacent residential uses and

should be served by sidewalk connectors to the main entrances of the primary buildings they serve. Depending on the density of the Town Center's redevelopment, a parking structure may be feasible and should be considered.

The plan identifies five possible Town center locations as follows:

- North Colony at Main Street
- South Colony at Main Street
- South Colony at Paige Road
- Five Star Area
- S.H. 121 at Plano Parkway

Main Street

Perhaps the most significant impending impact to the Colony within the next five years will be the widening of Main Street. The Texas Department of Transportation (TXDOT) project has the potential of being the catalyst for redevelopment along Main Street for years to come. However, if improperly designed, the project could have a devastating impact on the future growth of the corridor as well as the image of The Colony well into the future.

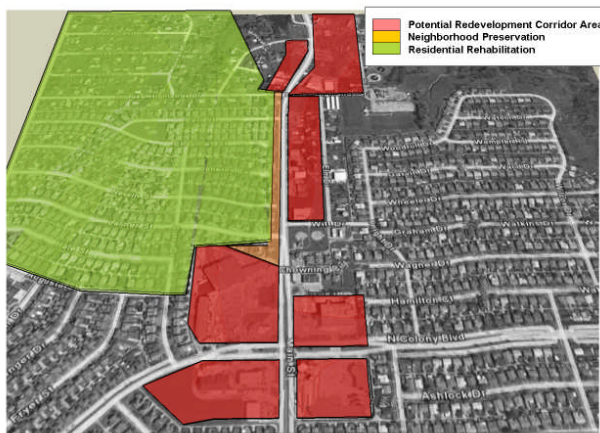
At present TXDOT is proposing to build six lanes divided (three in each direction) with center turn lanes. In areas adjacent to residential development, TXDOT is proposing to build sound walls that vary in height from 6 foot to 20 foot. Although TXDOT's ultimate goal is to design a roadway that will effectively move anticipated vehicles through The Colony, they do have a history of working with local communities regarding the final design of roadways. To that end, the city can and should have input on landscaping, screening, pedestrian linkages and the overall streetscape. If left totally to TXDOT, the final design will undoubtedly be capable of moving traffic but could be very utilitarian in design, lacking urban amenities which would further diminish the image of the city.

Actions:

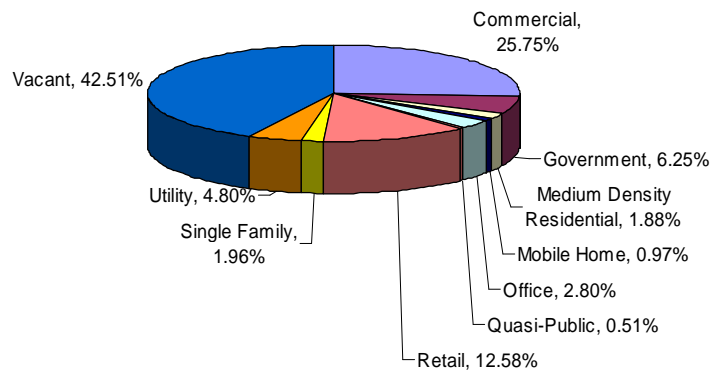
- Continue to meet with TXDOT to provide input related to landscaping and screening options.
- Solicit assistance from NCTCOG as needed for support related to urban design and pedestrian friendly design options related to transportation redevelopment projects.
- Examine the potential for redevelopment areas beyond areas targeted for extremely high (greater than 8 foot high) screen walls.
- Create a landscape design for Main Street that can be implemented as funds are available or as property redevelops.
- Develop design guidelines for development and redevelopment along Main Street that reflect the goals and values of the community.
- Maintain views to Lake Lewisville.
- Examine existing signage criteria to determine if amendments are needed.

Main Street Commercial Corridor Nodes:

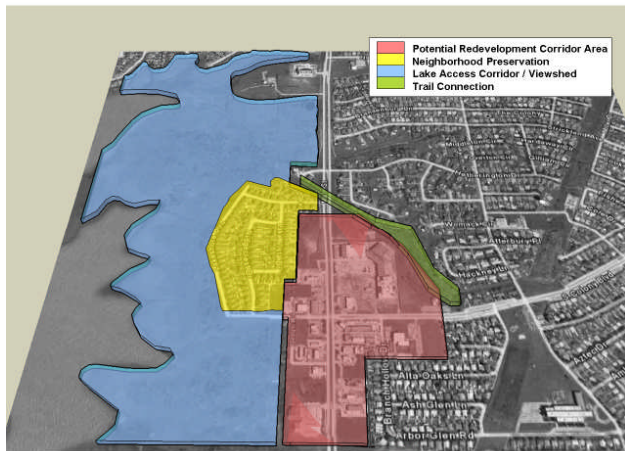
Two portions of the Main Street Corridor in the vicinity of the North Colony and South Colony intersections were identified as the two primary commercial nodes. The focus of these areas should be oriented toward the shopping, services, employment and institutional facilities that are required and supported by the surrounding community as well as commuters who travel along Main Street. These areas could contain shopping centers, restaurants, a supermarket, drug stores, specialty shops and service stations. By comparison to the South Colony / Paige Road Town Center, the Main Street Corridor commercial nodes experience as much as 5,000 to 15,000 more vehicle trips on a daily basis.



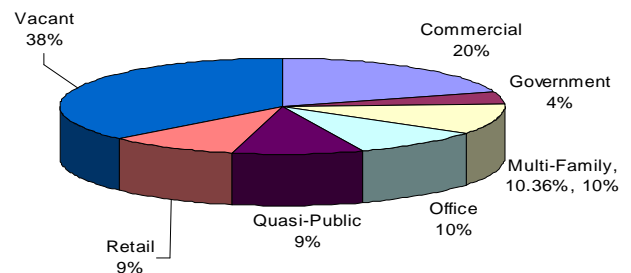
Main Street at N. Colony Blvd Area



**Existing Land Use –
Main Street at N. Colony Blvd**



Main Street at S. Colony Blvd Area



**Existing Land Use –
Main Street at S. Colony Blvd**

In order to facilitate residents' desire to foster a better image throughout the community as well as along the Main Street Corridor, the city should modify existing

development regulations so as these areas redevelop, they reflect the standards that are desired. The revised standards should encompass:

- Urban Design
- Architectural Design
- Landscaping
- Streetscape
- Signage
- Pedestrian Connectivity
- Neighborhood Encroachment / Protection

Because of TXDOT involvement in the expansion of Main Street, discussion and action regarding these standards should not be regarded solely as local government issues. The Colony should make TXDOT aware of local intent to mitigate potential negative impacts to ensure that private development that meets adopted local standards are rewarded by commensurate design sensitivity when access management and street design decisions are made.

Waterfront Redevelopment

The Colony's logo "City by the Lake", as well as City Council and the citizens who participated in the work shops all expressed the importance of Lake Lewisville to the city. It defines the western edge of the city, provides numerous recreational and visual opportunities to residents and visitors yet according to most, remains under utilized.

One of the highest priorities expressed by citizens was the establishment of trails along the lake and connecting those trails to Main Street. As identified in *The City of The Colony Trail Master Plan*, a shoreline trail has been adopted along the edge of the lake. Updating that trail system by locating potential connectors to Main Street would enhance the existing proposed network and provide additional access to the lake.

Another high priority associated with the lake is its visibility, especially from Main Street. The City must recognize and protect existing and potential viewsheds of Lake Lewisville with particular attention to the undeveloped areas along the western edge of Main Street. As new developments are proposed or when redevelopment occurs, site plans should be reviewed and approved that enhance and take advantage of the Lake Lewisville views. Establishing these criteria within the development regulations would ensure that a balance is struck between public access and views to Lake Lewisville while at the same time opportunities for development would be provided.

Section 9 Implementation Recommendations

The Colony Comprehensive Plan Update contains a sequence that starts from broad-based **GOALS** stated by community stakeholders:

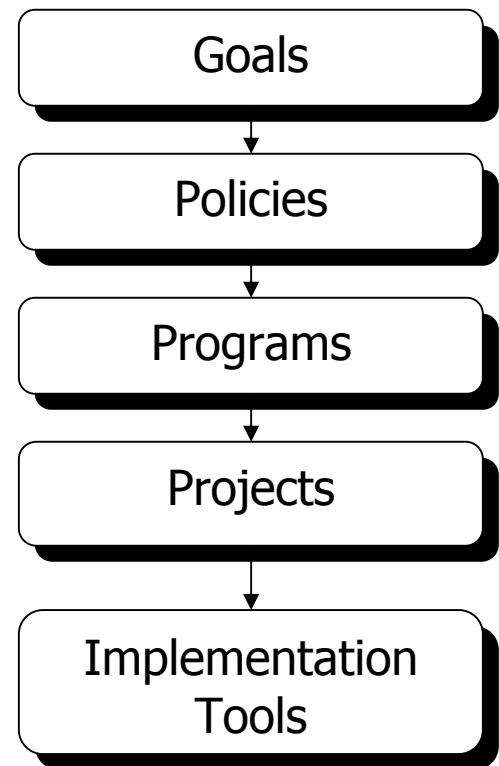
- **Establish a Greater Sense of Identity**
- **Create an Identifiable Town Center**
- **Attract Regional Destination Development**
- **Enhance the City's Tax Base**
- **Expect Improved Development Design Quality**
- **Reinforce the "City by the Lake" Theme**
- **Preserve and Improve Neighborhoods**

The Colony Comprehensive Plan Update then includes three major categories of recommendations – **POLICIES**, **PROGRAMS** and **PROJECTS**. Each of the categories plays a different role in helping to implement the Plan.

POLICIES related to Growth Management, Land Use Balance, Neighborhoods, Redevelopment and Urban Design provide more detailed, issue-specific guidance to achieve The Colony's goals. Together the Goals and Policies provide a community statement of intent to property owners, investors, developers and city departments and agencies about the future growth and quality expectations shared by the City Council and all citizens.

PROGRAMS and **PROJECTS** set the stage for implementation, requiring the dedication of resources to accomplish individual tasks, working on a priority basis with target dates for completion and requiring the selection or creation of the proper tools to get the job done.

The basis of The Colony Comprehensive Plan Update's implementation recommendations is to realistically identify actions that should be taken in the next five years, acknowledging that by the year 2012, a reassessment of Plan Update progress and effectiveness will establish new implementation tasks for the years 2012 through 2017.



SHORT-TERM (5-YEAR) IMPLEMENTATION PRIORITIES

1. Development Codes Review & Revision

The Colony's development codes, more specifically its zoning ordinance and subdivision regulations, should be reviewed and revised to reflect higher expectations of development quality. A majority of The Colony's developed land area is occupied by stable, single-family neighborhoods controlled by restrictive covenants and other requirements. Rather than engaging in a citywide assessment, the focus of existing code review and revision should be in areas targeted for redevelopment or where vacant land can be re-designated for nonresidential or mixed use zoning. It is clear, through recent adoption of State Highway 121 design standards that other corridors, specifically Main Street, should receive attention with respect to new design standards.

Most cities, The Colony included, use a traditional form of land use regulation called "Euclidean-Based" zoning. Euclidean-based zoning divides land uses into separate categories based on compatibility and was first intended to address the impacts of clearly incompatible uses such as industrial plants being located near neighborhoods. In essence, this type of zoning focuses more on what is not allowed than it does on what the community really wants. Over time, finer and finer zoning categories have been developed to the point where some cities now distinguish between lot sizes for residential homes by as little as 1,000 square feet. As a result, single use zoning districts create very homogenous environments requiring much higher levels of vehicular travel to home, work, shopping, entertainment and other destinations. Many cities have amended their zoning codes to address a major failing of Euclidean-Based zoning, namely to apply design standards that traditional zoning normally ignores. The advent of design standards being applied to traditional zoning districts has led to more discretionary review and decision-making by planning commissions and city councils. This in turn has diminished the predictability of the development review process with an adverse impact on the willingness of investors and developers to engage in a project.

Newer approaches such as "Form-Based Codes", "Smart Codes" or "Traditional Neighborhood Zoning" are being considered by cities as a way to proactively establish land use regulations which define what type of development is wanted in terms of both land uses and design. In many cases the realization that mixed use development uses land more efficiently, reduces travel demand and adds vitality to the built environment has driven these efforts. As opposed to traditional zoning, these new approaches involve development of economically feasible standards, endeavor to reduce discretionary review by establishing measurable "as-of-right" design standards and include the municipality by defining street and right-of-way obligations needed to make the project successful.

During the review and revision of The Colony's development codes, specific attention should be paid to four major areas:

(1)the Town Center at South Colony and Paige,

(2)the Main Street Corridor, particularly at the North Colony and South Colony redevelopment nodes,

(3)the Main Street Lake Access and Viewshed Corridor, and

(4)The Eastvale neighborhood.

This work has already been contracted and should be started immediately. A public involvement process is recommended that includes not only the Planning Commission and citizens but the city's Development Corporation and other business interests. Substantive and procedural issues should be addressed to make certain that investors and developers have a predictable and efficient process available to them. Incentive zoning, Tax Increment Financing Districts, and other financing mechanisms should be encouraged.

2. Town Center Redevelopment

The proposed Town Center is a project that should be pursued immediately. A special zoning district should be established for this node that allows a mix of uses in buildings that can be as high as four stories, sets specific design standards and describes streetscape standards for adjacent rights-of-way. Negotiations with the property owner(s) should be conducted to determine the feasibility of a joint public-private redevelopment partnership or outright city purchase. The project could be a candidate for grant support, such as the NCTCOG Smart Growth / Sustainable Development program, should be targeted as a priority using current economic development incentives offered by the city and should be considered a funding candidate in the city's capital improvement program and annual operating budgets. Connectivity to surrounding neighborhoods using trails located on utility easement corridors could be a starting point for developing the city's trail system. The size and scale of the project make it manageable within a 5-year period and would serve as a true town center, centrally located within the city and providing a sense of identity as the heart of The Colony. The town center may also be a suitable location of city government offices, freeing up the current Main Street property for higher and better uses.

3. Main Street Corridor Planning

The Colony should address design standards for private redevelopment along Main Street as part of its development codes review process, knowing that adjustments may be needed once final design of the expanded roadway has been completed.

A priority for transportation planning and programming is continued engagement with TXDOT, enlisting the expertise of the NCTCOG Transportation Department, to seek ways to mitigate the impact of higher traffic volumes being directed through The Colony. Efforts should focus on ways to maintain accessibility and economic viability of existing and new Main Street businesses, improve the visual and aesthetic character of Main Street and address walkability and bicycles.

4. Marketing / Branding

Through the public involvement process, a repeated theme to the meetings focused on the lack of identity or “image” that would allow residents and newcomers to The Colony the ability to feel like part of a larger community. Finding a common identity and / or brand for a community allows a common vision to focus on promotion and improvement to the city. Unified through a common identity, the city is able to set up a system to compete with other communities for capital investment by providing an image that promotes the positive aspects of locating to the city. The basis of a new identity can be as simple as a motto, “I Love New York” or a nickname “The Big Apple”, or an identity may envision the quality of life and amenities to living within a community.

According to the organization CEOs for Cities special report on branding,

“A competitive environment is a reality of our times, and how a city stakes out and communicates its distinctive place within it largely decides which cities succeed and which falter in the race for economic prosperity. To this end, places are just like companies: those with a strong brand find it much easier to sell their products and services and attract people and investment.”

In order for the city to continue to compete for economic viability in an ever increasing growth market of the southern Denton or Collin County areas, the

Eight Steps to Producing a New Branding Identity:

Step 1: Define Clear Objectives

- *What is the project trying to achieve?*
- *What specifically are you seeking from the development of a brand strategy?*

Step 2: Understand the Target Audience

- *Who does the audience consist of?*
- *What are their current perceptions and attitudes of The Colony?*
- *What do they need that a city can provide? Can The Colony meet that need? If so, how?*

Step 3: Identify Current Brand Image

- *What associations are linked to The Colony?*
- *Has the image of The Colony changed over time?*
- *What is the current personality of The Colony?*
- *What visual imagery does the place evoke?*

Step 4: Set the Aspirational Brand Identity

- *What do you want The Colony to stand for?*
- *What associations do you want people to think of when they think of The Colony?*
- *What is the ideal personality or persona for The Colony?*
- *What type of experience would you like to have there?*

Step 5: Develop the Positioning

- *What is the primary benefit The Colony is providing?*
- *What are the elements of proof that support the benefit?*

Step 6: Create Value Propositions

- *What does the positioning mean for the target audience and what are the key messages that should be communicated to influence those perceptions:*

Step 7: Execute the Brand Strategy

- *What media/touchpoints to the target audience present the values that The Colony wishes to project?*

Step 8: Measure Success

- *What indicators and directions that measure a branding success?*

Source: CEOs for Cities

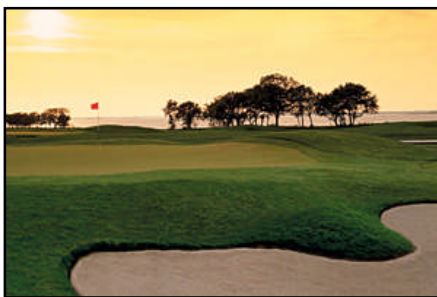
community must market itself based on the values it wishes to instill within itself. Those values need to be universal to a diverse amount of peoples and income levels. The most successful and creative communities generate ideas as well as physical products.

A Brand May:

- Shift the perception of a place that may be suffering from a poor image among external and internal constituents.
- Create a common vision for the future of the community and its potential.
- Provide a consistent representation of the place.
- Enhance its local, regional and/or global awareness and position.
- Shed unfavorable stereotypes associated with a place and make it more appealing.
- Become a recognizable and repeatable icon for tying a community together physically through signage.

Put simply, branding is a tool that can be used by cities to define themselves and attract positive attention in the midst of an international information glut.

Unfortunately, there is the common misconception that branding is simply a communications strategy, a tagline, visual identity or logo. It is much, much more. It is a strategic process for developing a long-term vision for a place that is relevant and compelling to key audiences. Ultimately, it influences and shapes positive perceptions of a place.



The Colony's existing identifier is "City by the Lake." This is a physical description of a place. It identifies where The Colony is located but does not particularly describe a lakefront lifestyle. Value statements regarding the lake may include recreation both in a fishing and watersports atmosphere. Other aspects of being "by the lake" may conjure thoughts of environmental protection, wildlife refuge and the reflections of the setting sun in the surface of the water.

Community input on the identity of the city included emphasizing the uniqueness of the name of the city. Emphasis should be on both words "The Colony" as a unique identifier in all marketing of the city. Additionally, the city might also utilize the historical aspects of which make it "The Colony". It was a refuge for those living in the eastern United States wishing to start new lives in the fledgling Texas Republic. The term "Gone to Texas" was allegorically written on the door-fronts on many homes in the 1800s.

A community-involved effort coupled with a marketing professional should be formulated to instill a unique branding identity for The Colony. The aspirations of The Colony should be grounded in reality. The marketing positioning of the city must be credible, relevant and motivating.

Gateways and Wayfinding

There are five major entrances to The Colony from other communities: FM 423, both ends of SH 121, Plano Parkway and Windhaven through the area of Austin Ranch. These entrances are the first opportunity the city has to capture the imagination and interest of pass-through traffic made up of consumers and people looking for a new community in which to work and live.

These gateway entrances must incorporate a unique identifier and appropriately designed signage program which direct people to the amenities of The Colony but also informs them of the relevance of the community to the region as a whole. Special effort should be given to the relationship with the Texas Department of Transportation in the process to continue to develop the SH 121 corridor and Main Street. The city should participate in a major role in the final design of these two vital arterials through the community. The city should:



- Provide design input as to the aesthetics as well as the functionality of the roadways.
- Provide additional funding if required for the installation of appropriate signage for exiting SH 121 into The Colony as well as potential landscaping elements within the TxDOT right of way.
- Provide design input as to the public lighting instrumentation, median design and landscaping.

The term "wayfinding" was first used in 1960 by architect Kevin Lynch in *The Image of the City* in reference to maps, street numbers, directional signs and other elements as "wayfinding" devices. Effective wayfinding clues, provided by signs, clearly delineated roads, distinct transit corridors and lighting furnish cognitive maps that allow people to quickly grasp an environment. A successful wayfinding design can incorporate design elements call attention to the districts or adjacent neighborhoods that about the corridor. In addition, it can be used to highlight and inform observers of significant historical/cultural sites within a particular district. Pointing out major institutions, for example, makes them easier to find and engenders pride in the residents, business owners and customers who use the corridor regularly. The wayfinding signs should be incorporated into any design



Branding may be utilized throughout entryway and wayfinding features

5. Eastvale Neighborhood

A specific study should be undertaken to evaluate the condition of the Eastvale neighborhood including both private property and public rights-of-way. An improvement strategy should first determine the feasibility of rehabilitation versus redevelopment and infill and should provide revised land use regulations that prevent continued deterioration. The existing condition of street, sidewalks and street trees (if there are any) should also be evaluated. Until such time as a clear strategy for this neighborhood has been vetted and adopted, resource decisions and identification of potential funding sources should be deferred.

6. Initiation of Trail System Investments

The Colony has a master trail plan that should be implemented. Some portion of capital funding should be dedicated to implementation of the system in high priority areas. Incremental construction is likely to be the more realistic approach, but over time, the benefits of connectivity will have a positive impact on the quality of life and identity of the city.

7. Initiation of Street Tree Planting Program

Many citizens in The Colony see a clear need for street trees to beautify neighborhoods and major roadways. Where reconstruction or expansion is being considered, this objective should be part of the design process.

There are many creative approaches being utilized nationally to install street trees along existing rights-of-way. In some cases width of right-of-way, locations of sidewalks or underground utilities create difficulties in finding suitable locations for tree plantings. Some cities will plant trees in private yards directly adjacent to the street if the property owner will assume liability and maintenance of a tree. City Council should form a citizens' committee to research this issue and submit recommendations for a street tree planting program.

LONGER-TERM (5-YEARS +) IMPLEMENTATION ISSUES

1. Main Street Corridor Redevelopment

The primary issue for Main Street in the short term is to work with TXDOT on the ultimate design for the expanded roadway. In the longer term coordination of new development with public-private partnership opportunities are anticipated to coincide with completion of the Main Street improvements.

2. Main Street Lake Access Corridor Redevelopment

In the short term, access and views to Lewisville Lake should be protected through revisions to the city's development codes. As for other sections of Main Street, development coordination and support are not likely to be pressing issues until the disruption caused by Main Street construction draws to a close.

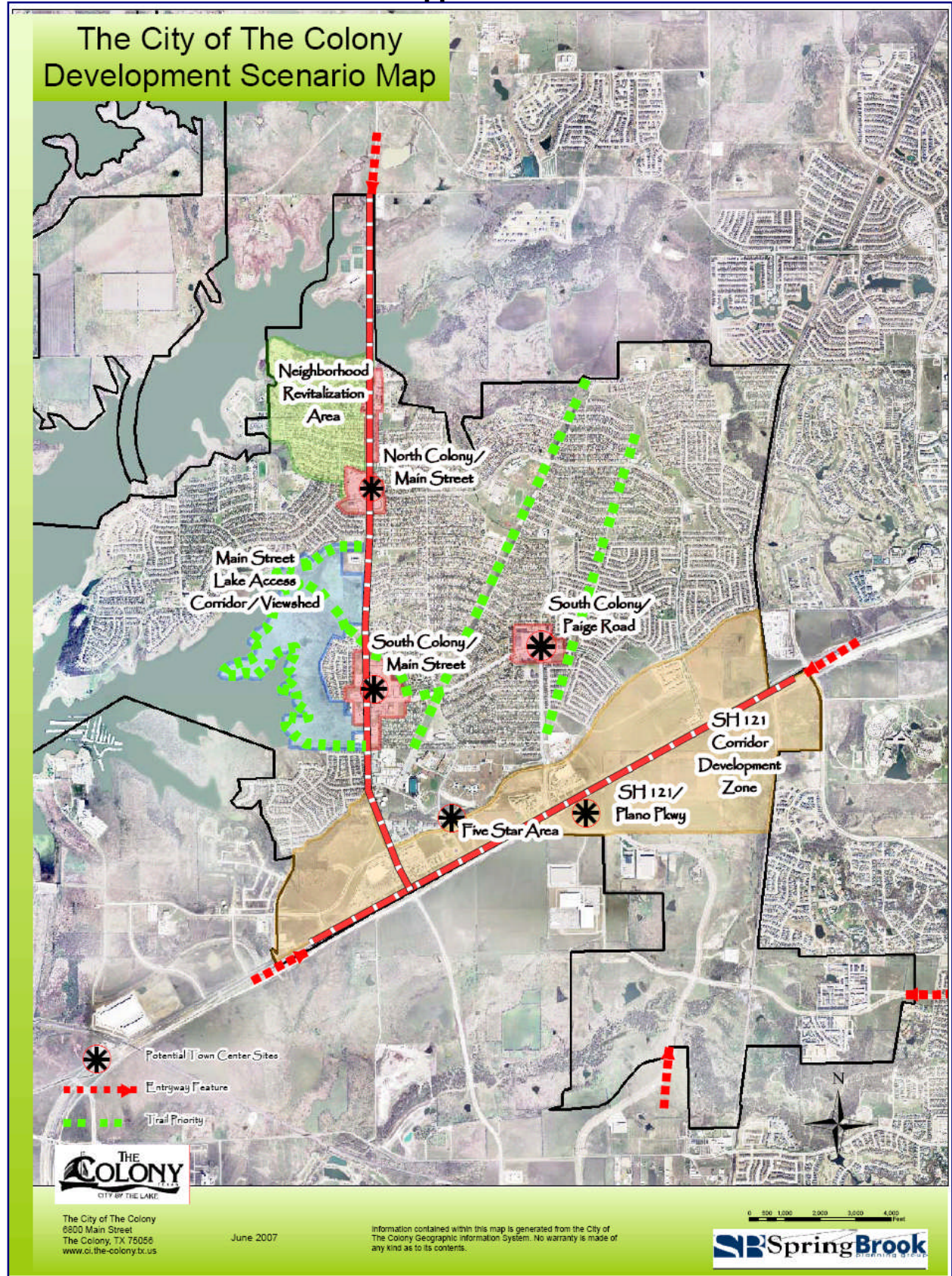
3. Extraterritorial Jurisdiction (ETJ)

The Colony's ETJ is an important issue that may merit some investigation and research before determining a proper course of action. The city's ability to provide municipal services in a cost-effective manner should be carefully evaluated and quantified in terms of both short-term and long-term costs. Another issue that has become more prevalent in recent years is the emergence of utility or water districts. Whether or not any of these districts have or intend to form in The Colony's ETJ should be investigated. Once a district has formed, annexation requires assumption of debt issued by the district which complicates ETJ decision-making. At the same time new development supported by these districts can still have an impact on city services, primarily by adding additional travel demand on city roads.

4. Private Screening Walls and Alleys

The issue of maintenance or replacement of private screening walls and alleys is not an easy one. Most homeowner associations lack the financial management and resources to undertake the significant costs involved. It is typical for homeowners to turn to their elected officials for assistance, by asking for funding or dedication of the improvements to the municipality. At some point, The Colony will have to face this issue and determine a solution that treats taxpayers equitably. As more time passes, these walls and alleys will continue to age and deteriorate making the problem that much harder to solve.

Appendix A



Appendix B

